ONTARIO COUNTY LIBRARIES: SURVEY OF POLICY AND PROCEDURES

Ontario Ministry of Citizenship and Culture
77 Bloor Street West
Toronto, Canada
M7A 2R9

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This publication is the culmination of a special project undertaken by Mr. Bruce Geddes while on secondment to the Ministry. As past county librarian of Lennox and Addington County and former director of the Lake Ontario Regional Library, Mr. Geddes' thorough understanding of county service is apparent in this review of the policies and procedures existing in Ontario's diverse county library service.

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FOREWORD

Ontario's seventeen county and regional municipal library systems serve close to one million rural residents. Each system has evolved according to the local needs of their member municipalities and the Boards have established policies and procedures in order to provide service efficiently in their area.

While many of the systems have been in place for over twenty years, there is a growing interest in many municipalities to look at establishing new county systems. The Ministry supports the establishment of new county systems as well as the strengthening of the current systems.

The Ontario County Libraries: Survey of Policies and Procedures was undertaken by the Ministry to review the level and nature of policy and procedural development in county library systems. This information will enable comparison between systems and provide an understanding of the range of policy options available to current and future county board members and staff. It is through a vigorous planning process, resulting in clear policy direction and programs, that county systems will be enabled to operate effectively in their community.

Comments and questions about this survey are welcome. Please direct these to:

Wil Vanderelst
Director
Libraries and Community Information Branch
Ministry of Citizenship and Culture
5th Floor, 77 Bloor Street West
Toronto, Ontario M7A 2R9

INTRODUCTION

This publication has been prepared for Ontario's county and regional municipality library boards, and for the benefit of municipal councils and library boards that are actively considering the county library option for the delivery of public library service.

Although it has been over twenty years since the establishment of the first county library in the province of Ontario, there has not been a previous attempt to provide a comprehensive review of the operating methods of county libraries. Neither has there been any examination of the levels of policy and procedural development that have taken place among county libraries during this time.

Consequently a survey of county libraries was initiated to discover significant trends and common patterns in county library policy and procedures. The information provided by this survey enables county library boards and their administrations to assess their current policy and procedural practices. This publication is intended as a practical tool for the use of present county libraries; a tool that will assist them in creating, refining and implementing effective policies and procedures.

Ontario's county library systems were initially invited to submit copies of standing policy and procedural statements as well as copies of policy and procedural manuals or handbooks currently in use. Submissions were received from all county libraries. These documents were used to determine both the nature of the survey instrument and the range of issues and concerns to be addressed in the survey.

The survey questionnaire was received by the County and Regional Municipality Librarians (CARML), and field tested in three county libraries before general distribution. With minor revisions the questionnaire was released to Ontario's county libraries in May, 1985. Completed questionnaires were returned by all seventeen county library systems.

Part I of this publication presents a basic introduction to policy and procedural creation. The importance of carefully planned board policies, and the execution of well-defined library procedures to support these policies, is stressed. The suggestions made in this section are based on principles of management that can be applied by any organization.

Part II follows the structure of the county library survey questionnaire. However, rather than covering every aspect of county library operations as revealed by the survey responses, only significant trends in policy and procedural developments and operating styles have been selected for comment.

Part III includes the survey questionnaire, together with a numerical tabulation of responses.

Part IV are the Guidelines for County and Regional Municipality Libraries developed by CARML in 1984.

ONTARIO COUNTY LIBRARIES:
SURVEY OF POLICIES AND PROCEDURES

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COUNTY LIBRARY SYSTEMS IN ONTARIO

1.1 Mission Statement

Before proceeding to the creation of policies, a county library board should consider establishing a "mission statement". In this statement the board describes, as explicitly and concisely as possible, its philosophical understanding of the library service that it intends to provide to the community for which it has been established. This statement is an expression of the board's belief in the value of public library service in general, and county library service in particular. In its mission statement the board may choose to address such issues as:

- o the townships, towns and villages that it will serve.
- o the cultural, educational, informational and recreational value of public library service
- o county library board accountability for public funding
- o the nature and level of library services that it will endeavour to provide to participating communities
- o commitment to planning and orderly development
- o willingness to co-operate with other social, recreational, cultural and educational agencies
- o the level of community leadership that the county library board intends to maintain

Once created, the "mission statement" of the county library board should be treated as a document which commits the board to a specific line of action. It is the responsibility of board members, collectively and individually, to ensure that all policy and service actions of the county library system conform to this statement of fundamental philosophy.

The "mission statement" itself should always remain flexible, and never be regarded as the board's final declaration of library philosophy. The statement should be reviewed by the board at least once in every five year period. If the board discovers that its philosophical beliefs about county library service have changed, or that community conditions or needs have altered, then the "mission statement" may need to be revised accordingly.

It is on the basis of a thoughtfully worded "mission statement" that a county library board can begin to construct its goals and objectives as well as its policies and procedures.

1.2 Goals and Objectives

The conscious development of goals and objectives will enable a county library board to pursue the mission that it has defined for itself. The presence of carefully articulated long and short-term goals and objectives will also assist the board in the refinement of policy and procedural practices by concentrating attention on specifically chosen areas of organizational or service development.

The setting of goals and objectives is a cyclical process which should never really come to an end. The board selects those areas of its operation which it would like to see improved or significantly changed within a given period

PART I

POLICIES AND PROCEDURES

Of all the functions that a county library board must perform, the most important will be the creation, and maintenance of appropriate policy that will enable the county library system to realize its maximum potential as an agency of public library service. Careful and deliberate attention to statements of board policy is essential to successful county library management.

Every county library board in the province of Ontario is established under the Public Libraries Act (Statutes of Ontario, 1984. Chapter 57). Together with the by-law of the county council (c.57, s.7), the Act provides the mandate under which a county library board has authority to provide public library service within the area of its jurisdiction. Although the powers and duties of the board, and some of the services that a library board must provide, are broadly defined, the intent of the legislative mandate is permissive rather than prescriptive. The "management and control" of a county library is vested in the county library board (c.57, s.7). Library legislation is not a sufficient substitute for library board policy statements that are carefully planned and articulated by the board itself.

Therefore, a distinction should be made between the functional roles of library legislation and library board policy.

In determining its policy the board may choose to quote, paraphrase or refer to sections of the Public Libraries Act. The final product of all policy creation should reflect - in its own words - the board's understanding of its mission within the community as well as the manner in which the board seeks to implement that mission. However, Board policies must not override or make exceptions to the Public Libraries Act.

Before the Board proceeds with policies, it should engage in a planning process which involves:

1. Surveying your community needs*
2. Developing a Mission Statement
3. Establishing Goals
4. Establishing Objectives
5. Setting Policy
6. Establishing Procedure
7. Evaluation

*Community needs assessment is described in the Minitry publication Assessing Library Needs in Your Community.

of time. Once these improvements or changes have been realized, the board's attention moves to a new set of goals and objectives.

Definite goal statements should always be written, together with a time-graduated series of objectives to be met in order to achieve each goal. Having effectively determined both goals and staged objectives, the board is in a position to determine, implement and monitor the success of the strategies selected to achieve both interim objectives and long-term goals. In addition the board will have established clear expectational guidelines for the board employees who are charged with the implementation of board goals and objectives.

An Example of Goals and Objectives

Goal: County library branch outlets have been established in four participating municipalities. It is the goal of the county library board to realize its mission by providing branch library coverage in seven municipalities by 1988. (see Motion 85-12, January, 1985)

Objective 1: To establish temporary deposit collections of no less than 750 vols. each within the communities of A, B and C. Installation of each deposit collection to be scheduled as follows:

Township A - May, 1985
B - July, 1985
C - September, 1985

Objective 2: Negotiations between the county library board and the respective municipalities for the rental or construction of suitable library accommodations to be concluded no later than March, 1986. Recommended schedule:

Township A - Rental - July, 1985
B - Construction - November, 1985
C - Rental - January, 1986

1.3 Establishing Board Policies

Having adopted a "mission statement" and a set of desired goals and objectives, the county library board can begin to translate these into a program of services and activities. To accomplish this the board should develop policies that will guide their implementation into procedures.

Every policy statement made by the board is a public assertion of the way in which it understands or believes in its "mission statement". For this reason, a county library board should make every effort to avoid statements which contradict the philosophical foundation upon which they rest. By referring all policy to its "mission statement" the board can avoid potentially embarrassing situations. When proposals are found to be in frequent conflict with the "mission statement", the board can re-examine its basic philosophical beliefs and, if necessary, draft a new "mission statement".

Apart from standing as an expression of the board's mission, policy statements serve the board in other ways. They may:

- o define the role of the county library board within the community
- o enable the board to perform with purpose and consistency
- o mediate library activities in terms of stated goals and objectives
- o provide assurance that the best interests of library users and library staff are being met

The development of policy statements should be a planned process. Unforeseen situations may occasionally require emergency or interim policies and procedures, but the normal process of their creation should be intentional rather than reactive. Waiting until a crisis will inevitably result in weak and inconsistent policies.

1.4 A Process for Planning

Step 1 Each Board member should be provided with a copy of the following:

- o the board's "mission statement"
- o the draft policy recommendation
- o a policy analysis form (sample on page 7)

Step 2 Choose a Board member to act as a facilitator to monitor the progress of the entire planning process. This person will be responsible for:

- o ensuring that the process moves ahead on schedule and in accordance with the "mission statement"
- o reporting the final recommendations to the board

Step 3 Examine the policy recommendation using the criteria indicated on the policy analysis form.

Step 4 Organize and refine any ideas resulting from the policy analysis. Refine the wording of the proposed policy statement using these ideas.

Step 5 Discuss the final policy proposal.

- o Is the wording clear?
- o Is there any chance of the policy being misunderstood?

Step 6 The Board or designate should review the policy proposals with those who will be affected by the policy. This may include:

- o the public
- o library staff
- o county council

- o interest groups

Any necessary revisions resulting from the consultation process should be made prior to presenting the complete policy package to the board for final approval.

Step 7 Notify those who will be affected by the new policy, including the effective starting date.

Step 8 Include the new policy in the appropriate section of the board's Policy Handbook, together with an established date for review.

Policy Review and Evaluation

The regular review and evaluation of all policy statements should be regarded as a board function of equal importance to the creation of new policy. By setting a time-frame for their review at the moment of adoption, the board can maintain greater control over the effectiveness of policies. Regular review will also enable the board to adapt with optimum haste and efficiency when changed conditions demand new policy approaches.

SAMPLE POLICY ANALYSIS FORM

This sample policy analysis form is a checklist that library trustees and staff may find useful in evaluating policy statements.

Mission Statement

- o Clarify any questions about the "mission statement".
- o Determine a statement of philosophical belief for any policy proposal not covered by the "mission statement". Write it down, being careful not to contradict the board's stated "mission".

Proposed Policy Statement

- o Is it in harmony with the "mission statement" or established philosophical belief?
- o Is the wording clear?

Applicable Situations

- o What situation(s) does this policy intend to address?
- o To what other situations might this policy apply?
- o Should this policy be extended to cover those areas?

Desired Effects

- o List the desired effects of this policy.
- o Would the desired effects be greater or less if the policy were expanded to include other areas?

Possible Reactions

- o List positive and negative reactions that this policy might be expected to produce.

Weaknesses or Limitations

- o Identify weaknesses or limitations.
- o Is the policy viable in spite of these weaknesses and limitations?

Procedure Planning

At the outset the board should carefully distinguish between policy and procedure. Both the board and the library staff can avoid unnecessary confusion and ambiguity by observing the functional difference that exists between these two terms. Briefly, that difference can be stated as follows:

- Policy is a philosophical expression of what the board intends to do about a particular program or activity.
- Procedure is based on policy and outlines the actions that will be taken by staff in order to implement the policy.

The difference between statements of policy and procedure can be observed in these short examples:

Policy Statement

P85-16 The Ontario County Library Board believes that all residents of Ontario County are entitled to free access to the circulating materials collection of the Ontario County Library System.

Procedural Statement

PR85-17 Every branch outlet of the Ontario County Library System shall provide residents of Ontario County with free access to all materials in branch circulating collections. Every branch will maintain no-cost memberships for county residents in the following categories:

Children - 1 to 12 years of age

Young Adult - 13 to 17 years of age

Adult - 18 years of age and up

Once policy has been passed by the Board motion, the CEO can determine the final procedures that will accompany it. The emphasis of discussion is switched from board philosophy or belief to that of action. The CEO will assess whether the procedures that are being recommended will commit the staff to actions that are consistent with the policy that is being proposed.

Step 1 The following questions should be considered:

- Are the procedural recommendations in agreement with the philosophical intent of the final policy proposal?
- Does the procedure address all the applicable situations covered by the policy?
- Will the recommendations achieve the desired effects noted in the policy discussion?
- Will identified positive and negative reactions to the policy be reinforced or reduced by the procedures recommended?
- Can observed weaknesses or limitations be eliminated or reduced?

Step 2 If necessary, refine the wording of the procedural statement to meet the full requirements of the policy.

Step 3 Reconsider the revised procedural statement.

- o Is the CEO satisfied that it meets the requirements of the policy?
- o Is the wording clear and free from possible misinterpretations?

1.5 Recording County Library Policies and Procedures

All county library board policies should be recorded by a motion of the board. Some Board motions also deal with procedures. It is helpful to provide a special designation for these motions. A simple 'P' in front of a motion number (e.g. P85-14) will assist board and staff members when they are trying to locate policy motions in the board minute books. Similarly, a 'PR' in front of procedural motions will serve to identify these motions from all others. (e.g. PR85-15)

Policy and Procedure Handbook

For ease of reference every county library board should establish and maintain a policy and procedure handbook. Every member of the county library board should have a personal copy of this handbook while serving on the board. Staff members should have easy access to the handbook. New policy and procedural statements and revisions should be circulated to board and staff members.

There are many formats that can be adopted for such handbooks, but those formats are best which can be expanded and updated easily. The following suggestions are offered:

- o A simple three-ring binder is a practical and economical place to store policy and procedural statements.
- o Consider categorizing the handbook by library program or function.

  e.g. Board (B), Personnel (P), Membership (M), Audio-Visual (AV), Service to Disabled (SD), etc.

  or by Administration (A) Services (S) or Collection Development (CD)
- o Use colour-coded paper and/or section guides to identify program areas and to distinguish between statements of policy and procedure.
- o Expansion and updating can be facilitated by typing policy and procedural statements on separate pages.
- o Pre-printed page formats ensure consistency, ease of reading, and reduced secretarial workload.
- o Page formats may include the following:
  - o Subject identification
  - o Program reference number

- Date of board approval
- Board motion number
- Reference to policy/procedure replacement
- Policy/procedure statement
- Signature of board chairman

The following are examples from a Policy Procedure Handbook.

SAMPLE FROM
POLICY AND PROCEDURE HANDBOOK

BOARD POLICY

Subject:	Access to Board Meetings	**Program Ref.:** B-04-P
Approval Date:	May 8, 1985	**Board Motion:** P-85-38
Replaces:	n/a	**Review Date:** June, 1987

The Ontario County Library Board encourages public participation in the development of county library programs and services. Therefore:

> ... board meeting shall be open to the public, except where the board is of the opinion that intimate financial or personal matters may be disclosed at a meeting and that the desirability of protecting against the consequences of their public disclosure outweighs the desirability of holding the meeting in public, the board may hold that meeting in the absence of the public.
>
> (Public Libraries Act. 1984, c.57, s.16)

Sub-committee meetings of the Board shall be open to the public on the same terms and conditions.

Members of the public shall also be formally invited to attend the Annual General Meeting of the Board which is the first Board meeting in each calendar year.

Chairman - Ontario County Library Board

SAMPLE FROM
POLICY AND PROCEDURE HANDBOOK

BOARD PROCEDURE

Subject:	Announcement of Board Meetings	**Program Ref.:** B-04-PR
Approval Date:	May 8, 1985	**Board Motion:** P-85-39
Replaces:	n/a	**Review Date:** June, 1987

The Chief Executive Officer is required to take the following actions to implement policy motion P-85-38:

Action 1

Provide public notice of all regularly scheduled meetings of the Ontario County Library Board and its committees in the "coming events" columns of all weekly newspapers serving Ontario County.

Notices to be placed 7 - 10 days in advance of meeting dates.

Date, time and place of meetings to be clearly stated.

Action 2

Similar notice to be given to all community news channels of local cable TV networks.

Action 3

Issue a 4" x 3" display advertisement to weekly newspapers one month in advance of the Board's Annual General Meeting. Two insertions as follows:

Ontario County residents are cordially
invited to attend the Annual General
Meeting of the Ontario County Library Board.

Date Time
Place Refreshments

Chairman's name

SAMPLE FROM
POLICY AND PROCEDURE HANDBOOK

BOARD POLICY

Subject:	Large Print Collections	**Program Ref.:**	SD-11-P
Approval Date:	February 15, 1985	**Board Motion:**	P-85-14
Replaces:	SD-03-P and SD-07-P	**Review Date:**	March, 1986

The Ontario County Library Board's "statement of mission" declares that:

> branch library collections will be freely accessible for the cultural, recreational and informational use of all Ontario residents.

Believing that the provision of library service to visually-impaired residents of Ontario County is necessary to the fulfilment of its mission, the Board will endeavour to maintain rotating large-print collections in all branch library outlets. The quality and quantity of these collections shall be adequate to meet the normal demands of the visually-impaired for popular reading materials.

For the purpose outlined in policy motion P-85-14, every Ontario County Library branch shall house a rotating collection of no less than 100 large-print titles. Each collection shall include popular fiction and non-fiction titles in both adult and juvenile categories. These collections shall be rotated according to the following schedule:

- Branches open in excess of 25 hours per week shall receive a complete collection rotation once in every three-month period beginning March, 1985.
- Branches open 15 to 25 hours per week shall receive a complete collection rotation once in every six-month period beginning April, 1985.
- Branches open less than 15 hours per week may request full or partial rotation as collection usage dictates.

Chairman - Ontario County Library Board

PART TWO

SURVEY RESULTS

2.1 County Library Structure

A. County Library Board Relationship to County Council

Ontario public library legislation determines the legal requirements for the formation of a county library board. The composition of the board is determined and broad outlines are provided with respect to the duties and responsibilities of the board. Legislation clearly states that Ontario library boards are fiscally accountable to the municipality under whose by-laws they are established. In the case of county library boards this fiscal authority is vested in the municipal corporation known as the county council.

Ontario library legislation provides no specific guidelines for the pragmatic relationships that may exist between a county council and a library board in the exercise of the board's fiscal accountability. It is left to the board and the council to determine the pattern of reporting relationships that will best serve the interests of both parties. No single pattern for board-council relationships emerged in the survey.

A majority of county libraries (9) indicated that their reporting relationship consists of the regular submission of board minutes to the council in addition to the annual budget and financial audit for the previous year. Five Boards report to the county only through the annual budget process and financial audit for the preceding year. A significantly stronger relationship exists in a minority of county libraries (3). In this latter group the board is required to submit the minutes of board decisions for council approval prior to implementation.

B. Board-Council Administrative Relationships

Although reporting relationships between boards and councils showed considerable variation, the survey pointed to a more uniform connection with boards and councils in the area of administrative policies and procedures. A substantial majority of county libraries (14) reported that they are required to follow the administrative policy and procedural practices of their county as established by the council. Salaries and wages, employee benefits, personnel policies and travel expenses were cited as major areas of council jurisdiction. To a lesser extent some county library boards must conform to council approved practices for purchasing, budgetting, bookkeeping and conference attendance.

Two county library systems make no distinction between the function of board and council. In these instances the Regional Municipalities Act and provincial enabling legislation allow the councils themselves to serve as library boards for the purposes of the Public Libraries Act. Library committees-of-council make policy recommendations to council on matters of library concern. Once approved by council these recommendations become policies of the municipal corporation.

C. Position of the County Library System Within the Municipal Structure

Most county library systems (10) are full participants in the county corporate structure. Complete departmental status within the county, including departmental headship for the chief executive officer, is acknowledged. Within this departmental context the board's responsibilities are wholly concerned with the delivery of public library services.

Other county systems (5) report a less formalized relationship to the corporate structure of the county. The county library does not have departmental status. The county library board is considered to be a special purpose body linked to the municipal corporation in order to fullfil legal and financial requirements.

Another alternative (1) is to grant the county library system divisional status within a department of the municipal corporation. This department will have program responsibilities in addition to the provision of library services.

D. Budget Planning, Presentation and Supervision

Close cooperation between board and council and their respective administrations is maintained by all county library systems in areas related to the budget process.

The budget format that is to be used by the board is most frequently determined by the council and its administration (7). Close consultation between board and council on the budget format is reported by a slighly smaller number of county systems (6). The board is entirely responsible for its own budget format in a minority of cases (4).

Although the survey was not designed to trace the precise steps taken by each board in its annual budget presentation, a strong tendency towards prior discussion and approval of the library budget by a county finance or executive committee prior to submission before council was exhibited. The board chairman and chief executive officer for the county library will often present and interpret the budget together (7), although presentations by either the board chairman alone (6), or the county's chief administrator (1) or county's finance officer (2), were cited as other methods currently being followed.

Ongoing budgetary management is usually realized in close cooperation with the county (10). Financial planning and reporting procedures used by the county library are established by the council and its administration in several instances (5). Other councils have chosen to leave this responsibility with the board (2). County library systems are equally divided in their approach to fund accountability. All fund accounting may be performed through the administrative offices for the county (8). On the other hand this responsibility may continue to be vested with the board, in which case fund accounting will be performed by the administrative staff of the county library system (8).

E. Chief Executive Officer

The Chief Executive Officer of the county library system is responsible for implementing the decisions of the county library board, and for administering the ongoing activities of the library system. Owing to the variety of relationships that exist between county library boards and their respective councils, the reporting relationships for chief executive officers of county library systems may be more complex than the traditional direct and singular relationship between a chief executive officer and his/her board.

Although traditional CEO reporting patterns are followed in some county libraries (8), there is significant variation among others. The CEO may also have a reporting responsibility toward the Chief Administrative Officer for the county in addition to the board (7). This is most clearly the case where the CEO for the county library is considered to be a Departmental Head within the county's organizational structure. Other variations are: reporting to a Departmental Head (1), or reporting directly to the council as well as the board (1).

The CEO customarily performs the function of secretary to the board (10), but other options exist. In a number of county library systems this duty is carried out by the CAO for the county (6), or another county-appointed official (1).

The function of board treasurer is most often carried out by the CAO for the county (7), and seldom by the CEO for the county library (3). The county finance officer (6), or a board member (1), may also assume this responsibility.

2.2 **Board**

A. Statement of Purpose (Mission Statement)

Slightly over half of Ontario's county libraries report the existence of a written "Statement of Purpose" (Mission Statement) or, indeed, any written statement of goals and objectives which has been formally approved by the board or council. Of those libraries which responded affirmatively (8), only (5) indicated that their policies had been translated into procedural statements.

In accompanying notes on the survey, several county libraries cited the Ontario Public Libraries Act 1984 - especially as it applies to county libraries - as their determinant statement governing the board or council's philosophical orientation towards the provision of library service. In these instances it was apparent that the existence of library legislation was clearly being regarded as a sufficient substitute for locally developed policy and procedural statements with respect to purpose (mission), goals and objectives.

Less than forty percent of county library boards maintain consolidated manuals of formally approved "policy" statements. This lack of policy consolidation would suggest that minutes of board meetings must be searched whenever the wording or meaning of a board approved policy needs to be consulted by the board, administration or staff of the county library.

B. Powers and Duties of the Board

Written comments also revealed that the majority of county libraries regard provincial library legislation as their governing policy statement on the powers and duties of the board. A few boards and councils have chosen to develop their own statements on the powers and duties of the county library board. Where such policies have been created the involvement of council would appear to have been an important factor.

C. Rules of Conduct for Board Meetings

Policy statements governing the conduct of board meetings have received considerable attention (9). Of those county libraries reporting the existence of policy on this, the majority (6) indicated that the board adhered to the policy set by council for the conduct of meetings. The Public Library Act, 1984 legislates that Board meetings must be open and records available to the public.

D. Board Confidentiality

Policies relating to board confidentiality have yet to be established in many county library systems. Where such policies are in effect (6), the council's policy on confidentiality tends to be the policy that is followed by the board.

E. Conflict of Interest (Board Members)

Conflict of interest policies are moderately well-developed (10). Council responsibility for the creation of conflict of interest policies is clearly evident. The Municipal Act - Sections on Conflict of Interest would apply to County Library board members.

F. Remuneration for Meeting Attendance and Travel Expenses

The majority of county libraries reported that they follow council approved policies for the remuneration of all board members for meeting attendance, and for board member reimbursement of all library related travel expenses. Remuneration for citizen appointee attendance at board meetings is provided by all county library systems. Costs for attendance are often borne by the county (8) as a general cost against county administration. A number of county libraries (5) report meeting attendance payments as a cost against the library budget.

G. Orientation of New Board Members

It is interesting to note that some county library systems (3) have adopted policies that ensure the provision of an orientation program for new library trustees. Written comments also indicated that ad hoc arrangements were often made for those new trustees who expressed a desire to be more familiar with the county library system. In many cases, this orientation involved a tour of the branch library outlets.

H. Board Meetings

Agendas for board meetings are almost universally distributed to board members in advance of meeting dates. Distribution of agendas to other interested parties such as county and municipal councillors, staff members and media representatives is fairly common, but not universal.

Most boards maintain avenues of communication with the councils of participating municipalities. Where these communications exist they normally occur by direct contact with the municipal council or through the municipal representatives (Reeve and Deputy-Reeve) on county council.

I. Contracts for Service

A substantial number of boards maintain arrangements for contractual services with municipalities and library boards outside of the county library system, but within the boundaries of the county. These are most often contracts to supply services to non-operating library boards and Indian bands. A minority of county boards receive contract services from municipal library boards outside of the county system.

2.3 Personnel

A. Policies and Procedures

Most county libraries follow personnel policies and procedures that have been established by the council and its administration. However, this situation is not universal. Many boards retain complete responsibility for setting policy and procedure related to personnel management. In some instances a situation of shared responsibility exists between the board and the council. Council is reportedly most active in setting policy in the fields of employee salaries, wages and benefits, collective bargaining, employee promotion, dismissal and grievances. Boards retain a strong role in the establishment of personnel appointment and position description policies.

None of the responding libraries reported the development of board-approved policies dealing with personal harassment of employees or affirmative action for women, the disabled or minority groups as legislated in the Labour Relations Act and the Human Rights Code. Council-approved policies in these areas exist in less than twenty-five percent of the libraries surveyed.

Policy statements concerning the selection, function and performance of the CEO have been developed in slightly more than half of Ontario's county library systems. The involvement of the council and its administration is particularly evident in policies and procedures for the appointment and approval, duties and responsibilities, performance appraisal and financial authority of the CEO for the county library system. Policies outlining the relationship between the CEO and the county administration are largely determined by the council. CEO position qualification policy continues to remain the responsibility of the board in most of the

responding county library systems.

B. Staff Meetings

Collective meetings between administrative and branch staff are nearly universal occurrences within county library systems. Twice yearly or once yearly meetings were the common frequencies reported for this type of meeting. Staff meetings take place in either the administrative offices or branch libraries.

C. Staffing - Composition and Distribution

Staffing requirements for a successful county library operation is a major topic of interest for new county library boards. The survey revealed a wide range in the staffing complements of county libraries. Although precise staffing requirements cannot be defined the following general observations can be made:

- Use of professional and para-professional staff is low in comparison to total staff complements.
- Permanent full-time positions are most likely to be found at the administrative level of the county library system.
- The majority of staff positions, whether at the administrative or branch level, are graded as clerical support positions.
- Staff positions in branch library outlets are most frequently part-time positions rather than full-time.

D. Volunteers

County library use of community "volunteers" is sporadic. Although a slight majority of respondents noted the use of volunteers, the number of hours of volunteer work that was reported in a typical week suggested that volunteer programs have not been intensively organized. The role most commonly cited for volunteer workers was to provide transportation of books and materials to housebound senior citizens and the physically handicapped.

2.4 Administration

The policy and procedural items defined in this section were those not specifically limited to the administration of a library system per se.

The survey analysis revealed that many of Ontario's county library systems are required to follow standardized policies and procedures set by the council and its administration, and applicable to all departmental operations maintained by the municipal corporation. Key areas in which councils have chosen to maintain a policy and procedural presence are:

- Audit responsibilities
- Insurance of vehicles
- Guidelines for travel expenses

- Authorization and payment of travel expenses
- Use of credit cards

This tendency toward county wide application of policy and procedure notwithstanding, a number of boards continue to be wholly responsible for their own general administrative operations.

In spite of the higher profile of the council in matters of general administration the overall development of written policy and procedure appears to be minimal. In sixteen of the twenty-eight fields identified, less than fifty per cent of county libraries indicated the existence of council or board policies and procedures.

Not surprisingly the level of involvement of the board and its administrative staff far outweighs that of council and its administration in matters that concern the service delivery levels of a county library system. This is not true, of course, where the council is deemed to be the board and receives policy and procedural recommendations on all aspects of service delivery from a library committee-of-council. In this latter case, the council and it's administration are key players in the establishment of all policy and procedural matters of the county library system.

Sixty-seven fields directly related to county library service delivery were identified. Each field was considered to hold the potential for a separate statement of policy and procedure. The spectrum was purposefully designed to be as broad as possible, without any anticipation that written policies and procedures would exist in every field. The responses provided by county library systems revealed no overwhelming concensus for the need of written policy and procedural statements in any one field. However, the survey indicated that at least one county library system was represented in every policy and procedural field.

In contrast to the lack of policy consolidation, many county libraries have chosen to develop consolidated procedural manuals for the use of library personnel who are responsible for the ongoing administration of branch library outlets. Although some of the manuals submitted by county libraries offer little more direction than how and when to open and close the branch library, manipulate circulation files and maintain the library in an orderly fashion, several manuals did attempt to cover a broad range of topics: statements of essential library services, administrative organization, personnel regulations, schedules for stock rotation and withdrawal, public relations, instructions on interlibrary loan procedures, etc. Several of the submitted manuals had obviously been carefully designed to accommodate procedural revision; others would require major secretarial attention if any but the most minor revisions were contemplated.

Only one manual included a prefatory statement acknowledging board approval of the procedures outlined in that manual. Similarly, only one manual consistently distinguished those procedures that were based on board policy by using either a citation or the full text of board policy motions.

A. <u>Library Membership</u>

Of the nine areas included under the broad heading of library membership, four have obviously received considerable attention within county library systems. There were:

- County resident membership
- Non-resident membership
- Reciprocal membership privileges
- Cause for cancellation of membership

Policies and procedures that define who may use the services of the county library system are clearly considered desirable by a majority of county library boards.

Although a few county libraries offer library membership on a family and institutional basis, the major preference is issuance of an individual membership card to each person, juvenile or adult, who wishes to become a member of the county library system. With minor exceptions library patrons are fully registered at their local branch library, and will receive a county library membership card which is honoured at any branch library within the system. Duration of library memberships is varied, with three year and one year membership periods predominating. Charges for non-resident library membership are common, with fees for membership ranging from $5.00 to $40.00 per year. The higher fees normally permit family usage of library services by non-resident members. One county library maintains a "no card" system of access to library service. All that is required is proof of identity and address of residence on each occasion that the library is used.

B. Library Materials Circulation

Written policy and procedural statements that determine the standard period of circulation for library materials are in place in a majority of county library systems, as well as statements which guide the levy of fines and charges for overdue, damaged and lost library materials. The survey indicated that board approved statements exist in every area related to the circulation of library materials, but with the exception of those noted above, fewer than fifty per cent of county library boards have chosen to formulate policies in these areas.

One area in particular should be noted. Little attention has been given to the creation of policies to protect the public from the possible misuse of library patron circulation and membership records. Few county library boards appear to have addressed this issue.

Circulation control systems are manually organized in all of Ontario's county library systems. However, one county does use a semi-manual (Recordak) system for circulation control in its largest branch library, and another anticipates moving to fully automated circulation control serving all branches within the next year.

The standard loan period for materials borrowed from branch library circulating collections ranges from two to four weeks with the normative period being three weeks. Few restrictions are placed on the number of library items that may be borrowed at one time. Where borrowing restrictions exist, either in terms of time or quantity, the decision to restrict is left to the discretion of the branch library supervisor.

County library systems were almost equally divided on the matter of allowing library materials borrowed at one branch to be returned to a different branch within the system. Some of the positive responses were qualified by a notation stating that the practice was not one that was encouraged.

Fine levies for overdue library materials, and the eventual suspension of a library member's borrowing privileges when material is not returned in response to overdue notices is common practice among county libraries. Fine schedules currently maintained by county libraries are comparable, but a wide variety of procedures exist for the recovery of overdue library materials. Multiple overdue notices and a simple requirement that materials be returned in order to protect membership status reflects the most lenient approach to the overdue problem.

Two mailed notices plus fine collection to a predetermined limit would appear to be the most common recovery method. Several county libraries employ the services of collection agencies, and at least one system approaches the problem rigorously by adding a service charge for overdue notification in addition to the payment of outstanding fines.

Materials that are lost or irreparably damaged while in the possession of a library member are subject to cost recovery processes. County libraries are evenly divided as to whether these charges will be assessed on the basis of original purchase price or the current replacement cost for identical or equivalent material. Some systems add a service charge which is intended to reflect the costs that the library must bear in preparing the material for shelf-ready use. Whether charges for lost and damaged material shall be assessed is often left to the discretion of the branch library supervisor.

C. Library Collections

Library collections policy is minimal within county library systems. With the exception of policy formulations governing the disposal of unwanted library materials, the average response to each of the listed categories accounted for less than forty percent of county libraries. Given the emphasis placed on collection control and development by both schools of librarianship and professional library literature, it is remarkable that more substantial creation of collection policies has not taken place.

The administrative centre for a county library system does play a large role as a resource/reference centre for the branch libraries. System branches can rely on some degree of reference support to augment the resources available in their basic reference collections. The degree of this support will be greater or less depending on the emphasis placed upon the function of the county library headquarters as a resource centre. Among those systems which provide reference/resource support from their administrative offices the median collection size is approximately 2700 volumes.

Storage of general circulating materials is an important function played by most county library headquarter facilities. The extent to which county headquarters will assume the status of a storage depot is determined by a) the total volume of the county library collection,

b) the shelving space available in the branches, c) shelving space available in county library headquarters, and d) the materials rotation method employed by the individual county library system.

D. Book Rotations

Less than twelve percent of the county libraries cited board approved policies for collection rotation or exchanges. Considering the strong role that collection rotation and exchange holds in determining the success of a county library system it might have been anticipated that policy and procedural statements would have been outstandingly evident.

Although board policy and procedural statements are not evident, it is obvious that the administrative staff of county libraries devote much time and effort in planning and executing the administration of library collections, including rotating collections and branch exchanges. This was confirmed by an examination of the various handbooks and manuals submitted by the county libraries. Administrative procedures for the maintenance and rotation of county library materials collections were often elaborate and well planned. With the exception of a few procedural manuals that had been clearly endorsed by the board, there was no evidence that the majority of administrative guidelines for library collections were supported by board policy or procedure.

Every county library system in Ontario maintains a system for the periodic rotation of branch library book collections. Rotation of branch library collections is considered to be the basis for the success of the county library concept. However, no singular pattern for the rotation of branch collections has evolved over the years. Rotation programs vary from county library to county library, and are dependent on the size of each system's materials collection as well as the human and transportational resources available for the implementation of the program. Branch library collections may be rotated on yearly, quarterly, bi-monthly, monthly and even weekly schedules depending on the nature and category of the materials. Specialized material and recent acquisitions tend to receive more frequent rotation than materials that are in less demand. Exchanges of material may take place from branch to branch via the van delivery system, or between the branches and a pool collection held at the county library headquarters. Where a pool collection is maintained the materials to be shipped to branches are selected by headquarters personnel, or by branch library supervisors themselves.

New acquisitons are often "blocked" or "cued" by date in order to ensure fair distribution of materials that are topical and in high demand. Similar "blocking" and "cueing" methods have been developed for specific types of material such as large print books, children's picture books, paperbacks, audio-cassettes and phonograph records.

E. Materials Acquisition

Few board approved policies and procedures to guide the selection, purchasing and acquisition of library materials are currently in place among county libraries. Similarly, policies establishing Canadian

preference guidelines in materials acquisition have been established in less than twenty-five percent of Ontario's county library systems.

Although few county libraries noted the existence of a written board policy stating a preference for Canadian sources of materials acquisition, county libraries indicated that such preference was being realized in practice. A majority of systems acquire their materials from Canadian sources regardless of the country of original publication. Those systems that do not follow this practice as a preferential option reported the exclusive purchase of Canadian publications from Canadian vendors.

Responsibility for book selection is largely decentralized among county library systems. The Chief Executive Officer is seldom exclusively involved in the process of book selection even though the ultimate responsibility for the integrity of the library collection resides in his/her hands. A few from the survey indicated that the formal approval of the Chief Executive Officer might be required prior to the initiation of a purchase order. In general, however, the active participation of the branch staff in choosing the materials for the county library collection was quite apparent in the survey responses. Where county libraries employ professional librarians below the position of the Chief Executive Officer, their function is to co-ordinate the book selection process through the preparation of selection lists for branch distribution.

Nearly half of Ontario's county libraries reported using full cataloguing and processing services available from commercial vendors such as Baker & Taylor and the Library Services Centre. Nevertheless much original cataloguing and processing still takes place within county library operation.

Most county libraries maintain a union catalogue which reflects the materials holdings of the entire system. Located at the county library administrative office this catalogue is often complemented by a location file, either separated from or integrated with the union catalogue. This latter catalogue allows any catalogued title and volume to be traced within the multi-branch system.

Card catalogues are not existent in many county library branches. The constant rotation of large volumes of most collection material has militated in the past against the existence of card catalogues on the basis of cost and performance effectiveness. Although the Ontario Library Cooperative plans are underway which will eventually provide for cost efficient card catalogues. The lack of catalogues requires a high degree of staff proficiency and familiarity with the materials that are on deposit in a library branch at any given time. A few county libraries currently provide catalogue support for branches serving larger population centres.

F. Audio-Visual Services

Rental fees and service charges for audio-visual materials and equipment have board policies. Those libraries which have more comprehensive audio-visual services such as 16 mm and 8 mm film have discovered the need for audio-visual policy statements, whereas the creation of written policy is quite uneven in less audio-visually oriented county libraries.

Only a minority of county libraries have instituted policies intended to provide audio-visual patrons with some degree of liability protection in the event of serious damage to expensive materials and equipment.

Audio-visual service is a component of growing importance in the complete range of services offered by county libraries. With one exception, all county libraries indicated the availability of audio-visual service in one or more formats. The most common formats, rank in descending order of frequency were:

A/V Format	No. of County Libraries
Talking Books	11
Phonorecords	11
16 mm film	8
Audio-cassettes	6
8 mm film	4
Video Cassettes	2
Art Prints	2
Filmstrips	1

These formats only include materials owned by county libraries and do not include materials available through the Ontario Library Service.

Centralization of audio-visual services is favoured by a majority of county libraries. With the exception of phonorecord and audio-cassette formats which are normally available in branch library outlets, audio-visual materials and equipment are most often housed at a central location such as a larger branch or the county headquarters. Library personnel at this central location coordinate the delivery of material and equipment to branch libraries. At the branch level public access is maintained by extensive use of AV catalogues. Ordering and transportation of material and equipment is accomplished by mail or through the van delivery system.

Public use of 16 mm and 8 mm film collections is encouraged by making projection units available for a nominal rental fee. The supply of these units, however, is quite limited among county libraries. Only two county libraries noted substantial branch distribution of film projectors and screens. Low availability of these units implies that branch patrons who request films from the county film collection may not have reasonable assurance of a projection unit being available at the appropriate time. This factor could be impeding greater use of county library film resources.

"Talking books" is an audio-visual format that has received considerable attention among county libraries. Offered as a specialized service to the physically disabled, several county systems maintain talking book collections within branch outlets on a rotation basis.

The survey revealed that only three county libraries have ventured into the area of video technology with VHS ½" video cassettes chosen as the preferred video format. A fourth county library plans to introduce a video cassette collection by the end of 1985. Of these

four systems one has chosen complete branch distribution of its collection rather than centralization.

G. Physical Plant

Policy decisions related to physical plant receive considerable attention, both by the board and council. Key areas for policy creation are:

- Criteria for establishing library opening hours.
- Cost-sharing agreements with local municipalities. (Strong council involvement is evident in this area)
- Janitorial services.
- Use of library facilities by community groups and organizations.
- Insurance coverage for contents of buildings occupied by the county library system. (Council often plays a strong role in establishing insurance coverage policy).

Policy setting appeared to be noticeably lacking in the following areas:

- Criteria for selection and location of branch library outlets
- Accessibility for the handicapped.
- Accident or illness on library premises.
- Availability of medical first-aid in branch library outlets.
- Regular branch library safety inspection.

County library boards have chosen a variety of ways to address the problem of providing physical accommodation for county library headquarters. The most favoured option has been to secure premises which can be used exclusively for the administrative function of the county library. Where this has not been feasible administrative office space has been provided in buildings which double as a branch outlet of the county library, or in buildings which house other tenants, most notably other county administrative or local municipal offices.

The board is far more likely to rent than own the space in which its administrative office is located, although board property ownership is not unknown. Survey respondents reported a range of existing rented scenarios which includes: from the county; from a local municipality; from the private sector; from a school board; from another library board.

Yet another alternative is the provision of a building owned by the county and made available for the exclusive use of county library administration.

The survey results indicated that there is no definitive space requirement for the county library administrative function. The amount of space required will depend on factors such as the number of employees, the variety of functions being performed and the amount of material requiring storage. Other factors would simply appear to be the space that is available, affordable and adequate at any given time. Present county library administrative offices occupy floor space ranging from as low as 400 sq. ft. to 11,000 sq. ft. The median range for county library administrative floor space is currently 4,000 sq. ft.

The majority of county library boards secure branch library outlets on the basis of mutually acceptable agreements between the board and the local municipality. Therefore, boards find themselves operating branch libraries in the context of a variety of physical plant arrangements. Branch libraries may be:

a) owned by the board or county

b) owned and paid for by the local municipality

c) rented or leased from the local municipality

d) rented or leased from the private sector

e) rented or leased from school board

f) rented or leased from federal government

The expense of outfitting branch libraries with furniture such as shelving desks, chairs, carpet, etc. was almost uniformly recorded as a responsibility of the county library board. Responsibility for providing janitorial services and maintenance of branch libraries is achieved in a variety of ways. Some county library boards follow a process of shared responsibility between the board and local municipalities that varies from municipality to municipality and from branch to branch. In the same library system janitorial service may be provided by library staff in one location, by the municipality in another, or shared by board or municipality in yet another. Only those library boards that have achieved a common branch accommodation policy have arrived at a consistent method of handling janitorial and maintenance expenses. In these instances such expenses are picked up directly by the municipality or included in the rental fee charged to the board.

H. Library Vehicles and Van Delivery

County library boards regard the transportation of material and equipment between county library branches as a matter of high priority. All survey respondents indicated that a vehicle of some description was available to meet the transportation needs of their systems.

The most commonly used vehicle is a light van. In the majority of instances this van is owned by the board and is available for the full time use of board employees. Alternatively the corporation of the county may purchase the van as part of the county's vehicle

acquisition policy and make it available to the county library board on a permanent or part time basis. Where vans or light trucks are not provided by either the board or the county, agreements for the use of employee owned vehicles are arranged between the board and the employees concerned.

Insurance for library vehicles, whether owned by the board or the county, is most often provided under the county's fleet insurance policy, although some boards continue to maintain separate insurance coverage for their vehicles. When insurance responsibilities are assumed by the county under its fleet policy the cost of insuring is frequently pro-rated against the library budget.

Although not universal, regular van delivery service between the county library headquarters and all branches of the county system is common. Frequency of van delivery service provided by county library systems varies greatly. Only one county library system maintains delivery service three times weekly to all branch library outlets. Another provides thrice weekly service to three branches out of ten. Combinations of twice-weekly, weekly and monthly delivery schedules are in effect in several county libraries. Two, three and four month interval delivery schedules were reported by a few county libraries. This great variety in delivery frequency suggests that demand and availability of personnel and vehicles are important factors in determining van delivery schedules for county libraries.

Two county libraries reported having conducted a cost analysis of their van delivery service within the last five years. Both systems employed the cost per kilometre formula rather than the equally valid, but sometimes more revealing, formula of cost per item transported.

I. Library Extension Services

The operation of a bookmobile as a library extension service is offered by two of Ontario's county library systems. Communities that are either too small to sustain a permanent branch outlet, or have no adequate physical facility for such an outlet, receive regularly scheduled visits by the county bookmobile.

Book-by-mail programs are also extensively used by county libraries to bring library service within the reach of the disabled or shut-in, senior citizens and county residents who do not have convenient access to branch outlets of a county library system. One county library system reported a preference for the use of an extensive volunteer program to deliver library books to the disabled and shut-in.

Maintaining deposit collections within senior citizen complexes is a major county library service commitment. Only one county system reported the lack of such service. Deposit collections are also maintained in hospitals, day care centres and schools, but to a much lesser degree.

J. Library Programming and Public Relations

Ontario's county libraries endeavour to sponsor programs of a library-

related or cultural nature. Above and beyond those that are provided under the auspices of the Ontario Library Service. All county libraries reported that they took advantage of Outreach Ontario cultural programming offered through their Ontario Library Service office.

County library budget allocations for these programming services are minimal. Programming development and implementation is largely dependent on the initiative of branch library staff with administrative support provided by county library headquarters.

The majority of county libraries responding in this area indicated that the public was seldom charged for admission for these branch-sponsored programs.

Community use of branch library facilities is common among county libraries. A variety of activities not directly related to the function of the library take place both during and after library opening hours. Typical of community organizations and events hosted in the county libraries facilities are the following:

- Community college classes
- YMCA courses
- Women's institute meetings
- TOPS clubs
- First-aid courses
- Senior citizen card parties
- Stamp collector's clubs
- Girl guide meetings
- Legal aid clinics
- 4-H meetings

In addition to making branch facilities available for community use, many county libraries endeavour to maintain an active community profile. Budget allocations which permit promotion of library services and publicity for library programming were cited by a majority of survey respondents. Regular contact with the local news media is utilized to further library awareness within the communities served by county libraries.

K. Library Automation

Although the majority of county libraries are still awaiting the advent of automation applications which can be applied to general library routines, many were able to report that they had benefited from automation through their connection to county government administration. General administrative function such as budgetting, payroll, accounting, financial reporting and word processing have been automated through the use of computer services offered by county administration.

Several county systems have benefited from automated acquisitions applications provided by other agencies such as the Library Services Centre, or through the automated interlibrary loan networks maintained by the Ontario Library Service. For the most part, comprehensive library automation is still in the embryonic stage with most county libraries belonging to a consortium of libraries (OLC)

engaged in exploring cooperative methods of attaining realizable automation goals. Only one county library system has attained a degree of self-sufficiency in this area with such functions as acquisitions, on-line cataloguing and circulation being performed on an in-house computer system.

CONCLUSION

While county library administrators have spent a tremendous amount of time working out procedures and service goals at the staff level, board approved policy derived from a mission statement is only now being realized in some counties.

This survey has pointed out numerous areas where county library boards might consider developing policies and given some indications of the nature of policies in other counties where they exist. It is hoped that the Ontario County Library Survey 1985 will assist library trustees and administrators in strengthening policies and procedures in a way that reflects the need of their communities.

PART THREE

SURVEY QUESTIONNAIRE

_____ County/Regional Municipality Library

Questionnaire completed by: _____ **Position:** _____

Note:
Number represents number of County/Regional Municipality libraries who have responded to the question

COUNTY LIBRARY STRUCTURE

1. Which statement best describes the relationship of the Board to the County?

   a) The Board reports to the County only through the annual budget process and financial audit for the preceding year. 5

   b) In addition to the annual budget process and financial audit the Board is required to submit the minutes of Board decisions to the County. 9

   c) In addition to the annual budget process and financial audit the Board is required to submit the minutes of Board decisions to the County for approval prior to implementation. 3

2. Is the Board required to conduct its affairs in accordance with administrative policies and procedures established by the County

   Yes 14 No 2

   If "yes", indicate which areas are subject to County administrative policies and procedures.

Salaries and Wages	13	Personnel Policies	13
Employee Benefits	14	Purchasing	6
Travel Expenses	13	Other (Describe)	4

3. Is the County Library considered to be:

   a) a special purpose body linked to the County by legislative and financial requirements only 5

   b) a department within the County having the sole purpose of providing library services 10

   c) part of a County department which has broader administrative responsibilities such as recreation, social services, etc. 1

   d) Other: combination of (a) and (b) 1

4. Is the budget <u>format</u> for the County Library determined by:

   a) the Board 4

   b) the Board in consultation with the County 6

   c) the County 7

5. Does the Chief Executive Officer Report to:

   a) Board only 8

   b) Board and Clerk/Administrator 7

   c) Board and Department Head 1

   d) Other (Describe) 1

6. Are the Board's budget revenues and expenditures submitted to Council on:

   a) a program basis 2

   b) a line-budget basis 15

   c) Other (Describe) _____

7. Are the financial planning and reporting processes of the Board determined by:

   a) the Board 2

   b) Board in consultation with the County 10

   c) the County 5

8. Is the Board's annual budget presentation made:

   a) to the County Council as a whole 9

   b) to a finance and/or executive committee of the County 9

   c) to Clerk/Administrator and/or Finance Officer of the County 1

   d) Other (Describe) 3

9. Who presents the Board's annual budget:

   a) Board Chairman 6

   b) Chief Executive Officer 1

   c) Board Chairman and Chief Executive Officer 7

   d) Clerk/Administrator and/or Finance Officer of the County 2

   e) Other (Describe) 1

10. a) Is the Board required to seek County approval for mid-year changes to an approved budget?

    Yes 9 No 7

    b) If "yes", does the County provide guidelines as to what constitutes a significant change requiring County approval?

    Yes 4 No 5

11. Is fund-accounting the responsibility of:

    a) the Board 8

    b) the County 8

12. Does the Board operate under any restrictions, imposed by either the County or the Board itself, with respect to reserve funds?

Yes 8 No 7

13. Is the function of the Board Chairman performed by:

a) Citizen Board member 2

b) County Councillor 10

c) Either a) or b) as elected 5

14. Is the function of Board Secretary performed by:

a) Chief Executive Officer 10

b) Clerk/Administrator 6

c) Board member -

d) Other 1

15. Is the function of Board treasurer performed by:

a) Chief Executive Officer 3

b) Clerk/Administrator 7

c) Board member 1

d) Other 6

COUNTY LIBRARY POLICIES AND PROCEDURES

NOTE:

This section lists a number of areas of library operation which could be subject to written policy and procedural statements. As many county libraries operate within a wider policy and procedural framework established by the County Council and its administration, the questionnaire has been constructed to identify the respective levels (Board or County) at which Ontario's county library policy and procedural development takes place.

INSTRUCTION:

Please circle as appropriate:

B - a written policy statement established by Board motion is in existence.

C - a written policy statement established by County Council motion is in existence.

LA - a written procedural statement established by library administration is in existence.

CA - a written procedural statement established by county administration is in existence.

BOARD	POLICY	PROCEDURE	OTHER
Statement of Purpose (Goal Statement)	6 B 2 C	4 LA 1 CA	
Powers of the Board	3 B 4 C	1 LA 1 CA	
Duties of the Board	3 B 3 C	1 LA 1 CA	
Responsibilities of Board Officers	3 B 3 C	1 LA 2 CA	
Standing Committees of the Board	2 B 2 C	1 LA 1 CA	
Advisory Committees to the Board	5 B 3 C	1 LA 1 CA	
Rules of conduct for Board meetings	3 B 6 C	1 LA 3 CA	
Format of Board agendas	5 B 2 C	0 LA 3 CA	
Distribution of Board agendas	6 B 2 C	1 LA 2 CA	
Board submissions	4 B 4 C	1 LA 3 CA	
Format of Board minutes	4 B 4 C	1 LA 4 CA	
Distribution of Board minutes	4 B 5 C	1 LA 3 CA	
Annual General Meeting	2 B 2 C	0 LA 1 CA	
Notice of Annual General Meeting	1 B 2 C	0 LA 1 CA	
Annual Board Report	4 B 2 C	1 LA 2 CA	

BOARD (cont.)	POLICY	PROCEDURE	OTHER
	2 4	1 2	
Board confidentiality	B C	LA CA	_____
	1 9	0 4	
Conflict of Interest (Board members)	B C	LA CA	_____
Remuneration of Councillors for attendance at Board meetings (excluding mileage)	1 15 B C	0 4 LA CA	_____
Remuneration of citizen appointees for attendance at Board meetings (excluding mileage)	1 15 B C	1 4 LA CA	_____
Reimbursement of Board members for library-related travel expenses	2 12 B C	2 4 LA CA	_____
Payment of travel advances to Board members	2 8 B C	1 4 LA CA	_____
	4 3	0 1	
Board membership in library associations	B C	LA CA	_____
	3 0	1 1	
Orientation of new Board members	B C	LA CA	_____
Board responsibility for financial planning and reporting process	4 6 B C	1 2 LA CA	_____
Preparation, format and presentation of annual budget estimates	4 7 B C	1 4 LA CA	_____
	3 8	0 1	
Significant change to approved budget	B C	LA CA	_____
	0 5	0 1	
Limitation on debt liabilities	B C	LA CA	_____
	3 5	1 2	
Accumulation of reserve funds	B C	LA CA	_____
Relationship of Board to Council and County administration	3 9 B C	1 2 LA CA	_____
Relationship of Board to other library jurisdictions (e.g. OLS areas, library boards, etc.)	5 4 B C	3 1 LA CA	_____
CHIEF EXECUTIVE OFFICER			
	6 3	0 2	
CEO position qualifications	B C	LA CA	_____
	3 4	2 2	
CEO search and selection process	B C	LA CA	_____
	5 7	1 3	
CEO appointment and approval	B C	LA CA	_____
	7 6	1 2	
CEO duties and responsibilities	B C	LA CA	_____
	4 7	1 3	
CEO performance appraisal	B C	LA CA	_____
	6 5	0 2	
CEO financial authority	B C	LA CA	_____
	2 7	2 4	
CEO relationship to County administration	B C	LA CA	_____
PERSONNEL (Note: If some employees are not considered to be county employees it may be necessary to circle all four codes)			
	4 6	2 2	
Employment advertising	B C	LA CA	_____
	3 4	3 3	
Employment interviews	B C	LA CA	_____
	6 3	3 3	
Approval of personnel appointments	B C	LA CA	_____

PERSONNEL (cont.)	POLICY	PROCEDURE	OTHER
Position descriptions	5 B, 6 C	5 LA, 2 CA	
Employee training & development	2 B, 6 C	4 LA, 2 CA	
Employee performance appraisal	3 B, 7 C	3 LA, 4 CA	
Employee promotions	3 B, 9 C	2 LA, 2 CA	
Employee dismissal	5 B, 9 C	2 LA, 1 CA	
Employee grievances	4 B, 9 C	2 LA, 3 CA	
Mandatory retirement age	5 B, 12 C	1 LA, 2 CA	
Staff Associations	2 B, 4 C	0 LA, 0 CA	
Collective agreements	0 B, 6 C	0 LA, 2 CA	
Personal harassment	0 B, 4 C	1 LA, 1 CA	
Affirmative action	0 B, 3 C	0 LA, 1 CA	
Conflict of interest (staff members)	1 B, 5 C	0 LA, 1 CA	
Employee salaries and wages	7 B, 11 C	2 LA, 2 CA	
Employee benefits (including holidays)	6 B, 12 C	2 LA, 2 CA	
GENERAL ADMINISTRATION			
Petty cash allotment - Headquarters	7 B, 4 C	4 LA, 5 CA	
Petty cash allotment - Branch libraries	8 B, 2 C	7 LA, 4 CA	
Hospitality & honoraria	3 B, 3 C	1 LA, 2 CA	
Use of personal credit cards	0 B, 4 C	0 LA, 1 CA	
Use of library-owned credit cards	1 B, 4 C	1 LA, 2 CA	
Guidelines for telephone usage and cost control	2 B, 1 C	2 LA, 2 CA	
Use of common graphic identity (e.g. signage, letterhead, publicity, forms, etc.)	5 B, 3 C	2 LA, 1 CA	
Guidelines for allowable travel expenses (Employees)	4 B, 13 C	3 LA, 4 CA	
Out of province travel (Employees)	2 B, 10 C	1 LA, 2 CA	
Preparation and processing of travel expense claims	2 B, 9 C	4 LA, 8 CA	
Authorization and approval of travel expenses	4 B, 5 C	3 LA, 6 CA	
Use of library-owned vehicles	3 B, 3 C	3 LA, 1 CA	
Use of personally-owned vehicles	4 B, 7 C	3 LA, 3 CA	
Rental of vehicles for library purposes	1 B, 2 C	0 LA, 1 CA	

GENERAL ADMINISTRATION (cont.)	POLICY	PROCEDURE	OTHER
Leasing of vehicles for library purposes	1 2 B C	0 0 LA CA	
Insurance for library-owned vehicles	3 9 B C	1 5 LA CA	
Insurance for use of personally-owned vehicles	3 8 B C	1 2 LA CA	
Designation of custodial responsibility for library-owned vehicles	4 3 B C	4 1 LA CA	
Repair and maintenance of library-owned vehicles	3 2 B C	3 2 LA CA	
Cost limits on vehicle maintenance and repairs	1 2 B C	0 1 LA CA	
Vehicle accident reporting	1 2 B C	2 4 LA CA	
Criteria for purchase and disposal of library-owned vehicles	3 4 B C	1 2 LA CA	
Movable assets control system	1 3 B C	2 3 LA CA	
Purchasing of library materials and equipment	4 3 B C	4 3 LA CA	
Equipment servicing & repair contracts	6 3 B C	0 2 LA CA	
Use of the official languages of Canada	0 2 B C	1 1 LA CA	
Auditor - Appointment and rights	1 12 B C	1 2 LA CA	
Auditor - Reporting relationship	1 8 B C	1 3 LA CA	
LIBRARY ADMINISTRATION			
Library Membership			
County resident membership	8 4 B C	7 1 LA CA	
Membership age limitations	4 2 B C	8 1 LA CA	
Non-resident membership	11 4 B C	3 1 LA CA	
Group or institutional membership	1 1 B C	2 1 LA CA	
Family membership	3 1 B C	4 1 LA CA	
Reciprocal membership privileges	9 3 B C	5 1 LA CA	
Charges for membership cards	5 2 B C	3 1 LA CA	
Charges for replacement cards	5 2 B C	5 1 LA CA	
Cause for cancellation of membership privileges	8 3 B C	7 1 LA CA	

LIBRARY ADMINISTRATION (cont.)

Library Materials Circulation	POLICY	PROCEDURE	OTHER
Standard loan period	11 B, 2 C	8 LA, 1 CA	
"Special" loan period (e.g. new acquisitions, special collections, etc.)	6 B, 2 C	7 LA, 1 CA	
"Reference" material loan period	7 B, 2 C	8 LA, 1 CA	
"Reservation" system for materials in circulation	5 B, 1 C	7 LA, 1 CA	
Notification of materials held "on reserve"	4 B, 1 C	7 LA, 1 CA	
Service charge for "on reserve" notification	2 B, 1 C	2 LA, 1 CA	
Inter-library loan	5 B, 1 C	9 LA, 1 CA	
Service charge for inter-library loan	4 B, 1 C	6 LA, 1 CA	
Intra-Library loan	3 B, 1 C	8 LA, 1 CA	
Service Charge for Intra-Library Loan	2 B, 1 C	2 LA, 1 CA	
Fine schedule for overdue materials	11 B, 1 C	8 LA, 1 CA	
Service charge for overdue notification	2 B, 1 C	6 LA, 1 CA	
Use of collection agency or credit bureau for recovery of overdue material	4 B, 1 C	5 LA, 1 CA	
Charges for lost & damaged materials	9 B, 1 C	9 LA, 1 CA	
Confidentiality of patron records	4 B, 1 C	2 LA, 1 CA	
Library Collections			
Reference collections (size, scope, locations, etc.)	2 B, 1 C	5 LA, 1 CA	
Local history collections	5 B, 1 C	5 LA, 1 CA	
Archival collections	4 B, 1 C	6 LA, 1 CA	
Large print collections	2 B, 1 C	4 LA, 1 CA	
Multicultural collections	1 B, 1 C	3 LA, 1 CA	
French language collections	1 B, 1 C	3 LA, 1 CA	
Art collections	1 B, 1 C	2 LA, 1 CA	
Toy lending	0 B, 1 C	0 LA, 1 CA	
Periodical collections	2 B, 1 C	4 LA, 1 CA	
Special deposit collections (senior citizen's homes, etc.)	4 B, 1 C	6 LA, 1 CA	
Rotating collections	2 B, 0 C	7 LA, 1 CA	
Collection weeding	3 B, 1 C	7 LA, 1 CA	
Materials discarding (Book sales, OJFR, etc.)	7 B, 1 C	7 LA, 1 CA	

LIBRARY ADMINISTRATION (cont.)

Library Collections (cont.)	POLICY	PROCEDURE	OTHER
Materials repair & bindery	1 1 B C	5 1 LA CA	
Memorial gifts	2 1 B C	5 1 LA CA	
Materials donations	6 1 B C	5 1 LA CA	
Materials Acquisition			
Materials selection criteria	4 1 B C	5 1 LA CA	
Canadian preference guidelines	4 1 B C	4 1 LA CA	
Handling of public complaints with respect to materials selection	4 1 B C	6 1 LA CA	
Cataloguing			
Library cataloguing services (in-house)	2 0 B C	5 0 LA CA	
Use of commercial cataloguing services	1 1 B C	5 1 LA CA	
Audio-Visual Services			
Age restrictions on A/V services	2 1 B C	6 1 LA CA	
Rental fees/service charges for use of A/V materials	7 1 B C	5 1 LA CA	
Rental fees/service charges for use of A/V equipment (projectors, screens, etc.)	7 1 B C	4 1 LA CA	
Availability of A/V services (all branches, main branch only, etc.)	5 1 B C	6 1 LA CA	
Restriction on teacher/school use of 16 mm film	3 0 B C	3 1 LA CA	
Reciprocal agreement with local Board of Education on A/V services	2 0 B C	0 0 LA CA	
A/V material selection criteria	3 1 B C	4 1 LA CA	
A/V material - Canadian preference guidelines	2 1 B C	2 1 LA CA	
Patron protection against damage liability	2 1 B C	4 1 LA CA	
Insurance of A/V materials liability	5 1 B C	3 1 LA CA	
Physical Plant (includes headquarters and branches)			
Criteria for selection and location of branch library outlets	4 1 B C	1 0 LA CA	
Criteria for establishing library opening hours	7 1 B C	3 1 LA CA	
Cost-sharing agreements with local municipalities	6 6 B C	3 2 LA CA	

Physical Plant (cont.)	POLICY	PROCEDURE	OTHER
Accessibility for the handicapped	2 1 B C	0 1 LA CA	
Janitorial services	7 1 B C	5 1 LA CA	
Responsibility for physical security of branch library outlets	4 1 B C	2 1 LA CA	
Accident or illness on library premises	2 4 B C	3 2 LA CA	
Availability of medical first-aid	1 1 B C	4 1 LA CA	
Regular branch library safety inspection	3 1 B C	1 1 LA CA	
Use of library facilities for community organizations	7 3 B C	3 1 LA CA	
Standardized furnishings and equipment	1 1 B C	1 1 LA CA	
Insurance coverage for library contents	7 9 B C	2 2 LA CA	

Please indicate any significant written policy and procedural areas which impact on your particular county library system and which are not addressed above.

	POLICY	PROCEDURE	OTHER
Property matters re: Headquarters	0 1 B C	0 0 LA CA	
Branch library lease policy	0 1 B C	0 0 LA CA	
Book-by-mail users	1 0 B C	0 0 LA CA	
Rent paid to Townships	1 0 B C	0 0 LA CA	
Masterplan for service upgrades	1 1 B C	0 0 LA CA	
Displays and exhibits	1 0 B C	1 0 LA CA	
Reports for Board information	1 0 B C	1 0 LA CA	
Inaugural meeting	1 0 B C	1 0 LA CA	
Branch Library Service grant	1 0 B C	1 0 LA CA	
Book Selection Policy	1 0 B C	0 0 LA CA	
County Purchasing Policy	1 0 B C	0 0 LA CA	
County Hiring & Firing Policy	1 0 B C	0 0 LA CA	
Library Capital Improvements and Renovations	1 0 B C	0 0 LA CA	

COUNTY LIBRARY OPERATING PROCEDURES

NOTE: This section is intended to provide a composite picture of current operating procedures within Ontario's county libraries. Additional comments for the purpose of clarification are welcome and encouraged.

BOARD

1. Does the Board maintain a consolidated manual for formally approved "policy" statements?

   Yes 6 No 10

2. List the existing Standing Committees of the Board

   2

3. Are there any permanent public Advisory Committees to the Board? (e.g. branch committees, Friends of the Library, etc.)

   Yes 9 No 8

   If "yes", please indicate the nature of these Advisory Committees.

   8 did indicate the nature of their Advisory Committees

4. Are Board agendas distributed to Board members in advance of Board meetings?

   Yes 15 No 1

5. Are Board agendas distributed to people other than Board members? (e.g. County Councillors, municipal councils, media, staff members, etc.)

   Yes 9 No 7

6. Are Board minutes distributed to:

   a) County Council 12

   b) All Board employees 8

   c) Advisory Committees 1

   d) Municipal Councils 2

   e) Ontario Library Service Board 3

   f) Other 6

BOARD (cont.)

7. Does the Board hold a publicly advertised annual general meeting?

Yes 0 No 17

If "yes", how is public notice of the annual general meeting given?
(e.g, newspaper advertisement, notice in libraries, etc.)

0

8. Does the Board publish an annual report of its activities, revenues and expenditures for the preceding year?

Yes 9 No 7

If "yes", how is this annual report made available to the public?

8

9. Are County Councillors remunerated for attendance at Board meetings?

Yes 13 No 4

If "yes", is this remuneration:

a) a library budget expenditure 5

b) a County administration expenditure 8

10. Are citizen Board appointees remunerated for attendance at Board meetings?
Note: Lennox & Addington & Waterloo have no citizen members.

Yes 15 No 0

If "yes", is this remuneration:

a) a library budget expenditure 7

b) a County administration expenditure 8

11. What is the current remuneration for attendance at Board meetings?

a) County Councillor (11) / meeting Range: $39.50 - $80.00

b) Citizen appointee (13) / meeting Range: $25.00 - $80.00

12. Does the Board maintain membership in library associations?

Yes 17 No 0

If "yes", is Board membership:

a) Institutional membership only 9

b) Personal membership only 0

c) Combination of a) and b) 7

The Board has membership in:

CLA 11 OLA 14 CARML 17 ALBO 11 Other 1

BOARD (cont.)

13. Does the Board provide a formal program of orientation for new Board members?

Yes 2 No 15

14. Does the Board maintain any direct relationship with the Councils of the participating municipalities

Yes 14 No 2

If "yes", is this relationship primarily maintained:

a) through County Council 7

b) by direct contact with municipal councils 7

c) through advisory committees 4

15. Does the Board provide any contract services to municipalities or library boards outside of the county library system, but within the boundaries of the County?

Yes 11 No 6

If "yes", are these contract services:

a) by written agreement 9

b) by verbal agreement 2

Are these contract services identified within the Board's regular budgetting process?

Yes 7 No 3

Please indicate the nature of these contract services. (e.g. Indian bands, non-operation board, reciprocal borrowing privileges, etc.)

10

16. Does the Board receive any contract services from municipal library boards outside of the county library system?

Yes 6 No 11

If "yes", are these contract services:

a) by written agreement 5

b) by verbal agreement 2

Are these contract services identified within the Board's regular budgetting process? Yes 2 No

Please indicate the nature of these contract services. 6

17. Does the County Library maintain any arrangements for "shared services" with other public library boards? (Example: acquisitions, accounting facilities, employee benefit programs, cataloguing support, van delivery system, etc.)

Yes 3 No 14

BOARD (cont.)

If "Yes", please describe "shared services" presently in operation.

3

18. Does the Board have established performance and workload indicators for measuring the effectiveness and efficiency of library service programs?

Yes 2 No 13

GENERAL ADMINISTRATION

1. Does the County Library maintain consolidated procedural manuals for:

   a) County Library headquarters administration

   Yes 6 No 10

   b) Branch Library administration

   Yes 14 No 2

2. Does the CEO maintain a schedule of regular visitations to county library branches?

   Yes 7 No 10

   If "yes", please indicate the frequency of these branch visits.

   7

3. Is there a schedule of regular visitations to county library branches maintained by any other members of county library headquarters staff?

   Yes 12 No 5

   If "yes", what is the nature and frequency of these branch visits.

   12

4. Do branch librarians normally receive advance notice of visitations from the CEO or other members of the library administrative staff?

   Yes 10 No 7

5. How many branch libraries are connected to county library headquarters by telephone?

   (76.9%)

   (17) 203 out of 264 branches

6. How many branch libraries are connected to county library headquarters by an electronic messaging system?

   (5.7%)

   (17) 15 out of 264 branches

GENERAL ADMINISTRATION (cont.)

7. Is the county library headquarters connected to other library systems by:

   a) teletype 6

   b) telex 4

   c) electronic messaging system 7

8. Are any large branches connected to other library systems by:

   a) teletype 0
   b) telex 0
   c) electronic messaging system 0

9. Do collective meetings take place between the County Library administrative staff and the County Library branch staff?

   Yes 16 No 1

   If "yes", how often do these meetings take place?

   monthly _____ once a year 5

   bi-monthly 1 twice a year 8

   quarterly _____ as required 2

   other 1

   If such collective meetings take place, are they held at:

   a) County Library Headquarters 12

   b) Branch libraries 8

10. Does the County Library administrative headquarters maintain a fixed petty cash allotment?

    Yes 16 No 1

11. Is there a designated Headquarters staff member who is accountable for maintaining petty cash procedures?

    Yes 17 No 0

12. Are petty cash allotments maintained by the individual county library branch outlets?

    Yes 15 No 2

13. Is petty cash for county library branches in the form of:

    a) fixed, renewable cash floats 13

    b) receipted expenditures from desk receipts only 4

    c) Other (Describe) 0

14. If a system of fixed, renewable petty cash allotments is in place, what are the established amounts for:

    a) county library headquarters (16) Range: $50.00 - $500.00
       Median: $100.00

    b) county library branches (14) Range: $5.00 - $50.00
       Median: $20.00

GENERAL ADMINISTRATION (cont.)

15. Does the County levy an "administrative service charge" against the county library budget for any administrative services provided?

Yes 9 No 8

If "yes", approximately what percentage of the annual global library budget do these administrative charges consume?

7 %

16. Does the County Library maintain any equipment and servicing contracts?

Yes 17 No 0

If "yes", what types of equipment are covered under these contracts?

17

17. The County Library provides public access to photocopying services in 13 63 out of 204 branches. 31%

Current public photocopying charges are: $ 15

Range: 10¢ - 25¢

PERSONNEL Figure in bracket indicates number of libraries who have responded

1. What is the present staff complement of the County Library administration headquarters in FTE's? (See: Annual Survey of Public Libraries)

(15) FTE Range: 1.12 - 14.15 Median: 8.8

2. What is the present staff composition of the County Library Administration headquarters in the following categories?

Professional Librarians	(16)	FTE	Range: 0.6-5, Median: 2
Other professionals	(2)	FTE	Range: 1, Median: 1
Library Technicians	(9)	FTE	Range: .52-2, Median: 1
Audio-Visual Technicians	(2)	FTE	Range: 1, Median: 1
Clerical/Support staff	(16)	FTE	Range: .52-8.7, Median: 4.3
Maintenance/Drivers	(12)	FTE	Range: .09-1, Median: .8

3. What percentage of the annual budget allocation is designated for staffing costs related to the operation of County Library Headquarters?

(17) Range: 15.6-66, Med. 26.3

4. What is the present staff complement of county library branches expressed in FTE's?

(16) FTE Range: 3-24.16, Med. 12.19

5. What is the present staff composition of County Library branches in the following categories?

Professional Librarians	(5)	FTE	Range: .29-1, Med. 1
Other professionals	(1)	FTE	Range: .58, Med. .58
Library Technicians	(5)	FTE	Range: .52-2, Med. 1
Audio-Visual Technicians	(0)	FTE	- -
Clerical/Support staff	(15)	FTE	Range: 3-22.16, Med. 9.2
Bookmobile Drivers	(1)	FTE	Range: .8, Med. .8

6. What is the average staff complement for county library branches expressed in FTE's?

(16) FTE Range: .3-1.58, Med. .68

PERSONNEL(cont.)

7. How many students under the age of 18 does the County Library customarily employ in the position of "library pages"?

(17) Range: 1-24, Med. 6.5
Total: 148

8 Does the county library utilize community "volunteers" in the delivery of any programs and services?

Yes (11) No (4)

If "Yes":

a) please indicate the areas in which the services of community "volunteers" are utilized.

(11)

b) How many hours of community "volunteer" time are used in an average week? (10) Range: 1 - 10 hrs.

9. What percentage of the annual budget allocation is designated for staffing costs related to the operation of county library branches?

(12) Range: 15.89-37.8

10. Does the County Library provide opportunities for staff training and development other than in-system training?

Yes (16) No (1)

If "yes", are these opportunities made available to:

a)	professional/ technical staff	Yes	(14)	No	(0)
b)	headquarters support staff	Yes	(11)	No	(4)
c)	branch library support staff	Yes	(15)	No	(0)

11. Does the annual budget allocation provide for staff training and development?

Yes (15) No (2)

12. Does the Board provide financial assistance for staff membership in library associations?

Yes (10) No (6)

13. Do County Library employees belong to a collective bargaining unit?

Yes (2) No (15)

If "yes", please indicate the staff levels included in the collective bargaining agreement.

Full-time employees	(2)
Part-time employees	(1)
Professional employees	(1)
Custodial employees	(0)
Other (Describe)	(0)

14. Does the County Library personnel budget include time for work performed by branch library staff outside of public opening hours? (i.e. for routine duties apart from serving the public).

Yes (14) No (3)

15. Does the County Library personnel budget have the flexibility of allowing for overtime compensation to administrative and branch staff when required?

Yes (7) No (11)

LIBRARY ADMINISTRATION

Note: Number indicates number of county/ regional municipality libraries who have responded to the question

Library Membership

1. Does the County Library have a common patron membership card honoured in all county library branches?

   Yes 17 No 0

2. What categories of library membership are available?

a)	individual	14	e)	adult	12
b)	family	2	f)	non-resident	12
c)	group/institution	2	g)	other	3
d)	juvenile	11			

3. Is there a charge for non-resident membership?

   Yes 11 No 5

   If "yes", what is the current charge for non-resident membership? $ 11

   Range: $5.00-$40.00

4. Does the county library honour valid membership cards from other county libraries?

   Yes 12 No 2

5. Does the County Library have reciprocal borrowing agreements with other library jurisdictions?

   Yes 13 No 4

   If "yes", list the municipalities with which reciprocal borrowing agreements are in effect. (other than county libraries)

   12

6. Is the County Library membership registration system:

a)	manually organized	16	c)	centralized at headquarters	2
b)	automated	1	d)	de-centralized at branches	11

7. What is the length of patron membership?

a)	one year	6	d)	four years	
b)	two years	1	e)	five years	2
c)	three years	9	f)	other	

Library Materials Circulation

1. The circulation control system is:

   a) Manually organized in 263 out of 265 branches (17)
   b) Semi-manually organized (Recordak, etc.) in 1 out of 11 branches 1
   c) Full automated circulation control in ___ out of ___ branches.

2. What is the standard loan period for library materials? 17. Med. 3 weeks

   Range: 2-4 weeks

3. Please indicate the duration of any "special" loan periods established for materials such as reference books, periodicals, high-demand titles, etc.

   11

4. Are there any limitations on the number of items that may be borrowed in any one loan period?

   Yes 3 No 14

LIBRARY ADMINISTRATION(cont.)

If "yes", please state the nature of limitations.

3

5. Can books and materials borrowed by a patron from one branch of the county system be returned to another branch?

Yes 7 No 8

6. After-hours book return (book-bins, chutes, etc.) is available in 108 out of 230 (15) branches.

47%

7. Please describe the current "fine schedule" for overdue library materials.

Adult: 11 Range: 5¢ - 10¢ per book per opening day

Juvenile: 9 Range: 2¢ - 10¢ per book per opening day

8. Do overdue library materials result in the suspension of a library member's borrowing privileges?

Yes 15 No 1

If "yes", does this suspension take place:

a) before the final overdue notice
b) concurrent with the final overdue notice 1
c) after the final overdue notice 5
d) other 9

9. Does the County Library engage the services of a collection agency or credit bureau if there is no response to a final overdue notification?

Yes 4 No 13

10. What must an "overdue" library member do to reinstate his/her borrowing privileges?

a) return material only 3
b) return materials and pay fines to a set maximum 9
c) return material, pay fines plus a service charge for overdue notification 1
d) other (describe) 4

11. Are mailed notices for overdue library materials handled:

a) by county library headquarters only 2
b) by county library branches only 4
c) by a combination of a) and b) 9

12. What is the normal elapsed time between the "due date" and the first mailed overdue notification? (14) Range: 1 - 30 days, Median: 10 days

13. How many overdue notifications are mailed to a patron? (11) Range: 1-4 notices Median: 2 notices

14. Overdue notifications to juvenile library members are sent to:

a) the juvenile member 8
b) the parent or legal guardian 8
c) other (describe) 1

LIBRARY ADMINISTRATION(cont.)

15. What action is taken when a library member reports a book(s) is lost or irreparably damaged?

a) book(s) is written off (no charge) _____
b) member charged original purchase price 8
c) member charged current replacement price 9
d) other (describe) 2

Library Collections

1. Does the County Library headquarters provide any library services to the public on a "walk-in" basis?

Yes 11 No 6

If "yes", please describe: 11

2. Does the County Library headquarters function as a Resource/Reference centre for branch library outlets?

Yes 13 No 4

If "yes", approximately how many volumes are contained in the Headquarters Resource/Reference collection? 11 volumes Range: 80 - 40,000
Med. 2,699

3. Does the County Library headquarters function to any significant degree as a storage depot for general collection materials?

Yes 15 No 2

If "yes", approximately how many volumes might be held in storage at any given time?

less than 5000	4	5000-10000	3
10000-20000	1	more than 20000	7

4. Does the County Library designate any of its county library branches as primary Resource/Reference centres?

Yes 6 No 11

If "yes", how many? 11 out of 68 branches (6)

5. Does the County Library have guidelines for the selection of Resource/Reference centres?

Yes 1 No 14

6. Are all county library branches supplied with basic reference collections?

Yes 13 No 3

7. does the County Library follow guidelines as to:

a) what consitutes a basic reference collection Yes 6 No 11
b) how often reference materials are updated Yes 4 No 12

8. Does the County Library maintain a system for the periodic rotation of branch library book collections?

Yes 17 No 0

LIBRARY ADMINISTRATION (cont.)

If "yes", briefly describe the nature of this rotation system, including the frequency and approximate yearly volume of books rotated.

16 (libraries responded)

9. Other than general rotation of branch library book collections, does the County Library maintain any rotation programs for materials by type or category (i.e. large-type hiographics; foreign language, best-sellers, etc.)

Yes 11 No 2

If "Yes", please describe the nature, scope, frequency and approximate yearly volume of books rotated under these rotation programs.

11 (libraries responded)

10. Please describe the total county library materials collection in terms of percentage using the following categories:

	Adult	Juvenile	
Reference	____ %	____ %	Responses so varied
Fiction	____ %	____ %	cannot be tabulated
Non-fiction	____ %	____ %	

Total = 100%

11. The county library periodical collection is oriented as follows:

Adult material (13) Range: 66-98, Med. 82,5%
Juvenile material (13) Range: 2-33, Med. 12.5%

12. Large print materials account for approximately(13) of the total county library materials collection. Range: .5-5%
Med. 2.19%

13. French language materials account for approximately (13) of the total county library materials collection. Range: 0-16%
Med. .17%

14. Multi-lingual materials (excluding French) account for approximately(11) of the total county library materials collection. Range: 0-1%
Med. .02%

15. Mass market paperback materials account for approximately(10) of the adult fiction collection and ___ of the juvenile fiction collection.
Adult: Range: 5-45% Juvenile: Range: 5-29%
Med. 10% Med. 6

Technical Services

1. Does the County Library maintain a union catalogue on all branch holdings?

Yes 15 No 2

If yes, what is the format of this union catalogue?

a)	card catalogue	14
b)	microfiche catalogue	2
c)	microfilm catalogue	
d)	computer-generated book catalgoue	
e)	direct access data-base catalogue	1

2. Does the County Library maintain a location file for all catalogued branch holdings?

Yes 15 No 1

LIBRARY ADMINISTRATION (cont.)

If yes, is the location file:

a) integrated with the union catalogue 5
b) separated from the union catalogue 12

3. Branch collection card catalogues are maintained in:

a) all branches 2
b) some branches 11 out of # 99 branches (5)
c) no branches 10

4. Where branch collection card catalogues exist, who maintains them:

a) branch library staff 6
b) headquarters staff 1

5. Who provides original cataloguing support service at county library headquarters?

a) Chief Executive Officer 8
b) Professional librarian/cataloguer 8
c) Trained support staff 8

6. Does the County Library make use of the full cataloguing and processing services offered by jobbers and processing centres?

Yes 7 No 9

If "yes", what percentage of annual book acquisitions are purchased fully-catalogued and processed?

_____ %

7. What percentage of annual book acquisitions receive original cataloguing and processing treatment at County Library headquarters?

(15) Range: 1 - 100%
Med. 71.5%

8. What is the preferred method for the purchase of book materials for the County Library system?

a) All publications from Canadian publishers, agents or jobbers regardless of national origin 10

b) Canadian titles only from Canadian publishers, agents or jobbers. 5

9. Does the County Library use the services offered by the Library Services Centre (Midwestern Regional Library)?

Yes 9 No 8

If "yes", what percentage of annual book purchases are placed with the Library Services Centre?

(9) Range: 3 - 82%
Med. 62.5%

10. Does the County Library use the services of other jobbers such as Baker & Taylor, National Book Centre, Jostens, Bro-Dart, etc.?

Yes 13 No 4

LIBRARY ADMINISTRATION (cont.)

If "yes", what percentage of annual book purchases are placed with these firms?

a)	Baker & Taylor	(5)	Range: 3-80%, Med. 18.2%
b)	National Book Centre	(3)	Range: 1-85%, Med. 32%
c)	Jostens	(0)	
d)	Bro-Dart	(3)	Range: 1-8%, Med. 3.6%
e)	Others	(7)	Range 1-20%, Med. 2.75%

11. How is the process of book selection handled in the County Library system?

a)	Chief Executive Officer exclusively	3
b)	Professional staff at headquarters	11
c)	Professional staff at branches	2
d)	Recommendations from Branch staff	10
e)	Book selection list routed to branch staff	1
f)	Staff book selection committee	1
g)	Other (describe)	6

12. Is the "weeding" of branch library collections handled by:

a)	Branch library staff		6
b)	Headquarters staff	i) professional	11
		ii) support	5
c)	Chief Executive Officer		7

13. Does "weeding" of branch library collections take place:

a)	on an ongoing basis	12
b)	by predetermined schedule	2
c)	Other (describe)	6

14. Does the county library re-bind damaged books to any significant degree. (i.e. more than 200 volumes per year).

Yes 6 No 8

If "Yes", is rebinding done:

a) in-house bindery 0
b) commercial bindery 8

15. What method is preferred for the disposal of unuseable library materials?
Describe 17

Library Vehicles and Van Delivery Service

1. Does the County Library have a vehicle(s) at its disposal on a full-time basis?

Yes 15 No 2

If "yes", please answer the following:

Nature and number of vehicles?

Passenger car 2 Van 13 Truck 1 Bus or Bookmobile 2

LIBRARY ADMINISTRATION (cont.)

Are these vehicles:

a) Board owned 12
b) County owned 3
c) Rented/ leased
d) Employee owned 2
e) Contracted

2. If a County-owned vehicle is used for library purposes, is the use of this vehicle charged back to the library budget?

Yes 5 No 0

If "yes", are the charged costs based on:

a) per diem rate 1
b) mileage rate 2 /km. 30¢/km and 44¢/mi
c) other (describe) 2

3. Are the driver/ operators for library vehicles:

a) Licensed library employees as required 7
b) Board employed driver/ operators i) Full-time 2
ii) Part-time 9
c) Driver/ operators under contract 2
d) County employed driver/ operators 3

4. If County employed driver/ operators, are the wages and salary costs pro-rated back to the library budget?

Yes 2 No 2

5. Is purchase of vehicles for library purposes subject to tendering:

a) by the Board 10
b) by the County 3

6. Are library-owned vehicles insured:

a) by the Board 6
b) by the County 8

7. If library-owned vehicles are insured by the County are the insurance costs charged back to the library budget?

Yes 8 No 0

8. Does the County Library provide van delivery service to branch libraries?

Yes 13 No 3

If "yes", how many branches receive van delivery on a "regularly" scheduled basis?

158 out of 169 branches

The regular van delivery schedule is as follows:

						Number of County Libraries
a)	daily	1	out of	11	branches	1
b)	twice weekly	41	out of	44	branches	4
c)	weekly	26	out of	59	branches	3
d)	every 2nd week	-	out of	-	branches	0
e)	monthly	33	out of	59	branches	4
f)	Other (describe)					
	3 times/week	18	out of	25	branches	2
	Every 2nd month	17	out of	17	branches	1
	Quarterly	16		29		1
	Every 4th month	23		23		1

LIBRARY ADMINISTRATION (cont.)

Those branches that do not receive van delivery service are serviced as follows: 4

9. Has the County Library conducted a cost analysis of its van delivery service within the last five years?

Yes 2 No 13

If "yes", was this analysis based on:

a) cost per km travelled 2

b) cost per item of material transported _____

Audio-Visual Services

1. Does the County Library maintain any audio-visual services of its own? (i.e. excluding A/V services provided through the Ontario Library Service)

Yes 15 No 1

If "yes", please indicate which of the following components are included in the County Library's A/V services, as well as the direct accessibility of these services in county library branches.

8	16 mm film	15 out of 117 branches
4	8 mm film	29 out of 46 branches
2	video cassettes	12 out of 27 branches
0	video discs	- out of - branches
11	talking books	56 out of 157 branches
11	records	111 out of 167 branches
6	cassette tapes	56 out of 85 branches
2	art prints	12 out of 21 branches
1	filmstrips	- out of - branches

Other:

_____ ____ out of ____ branches

_____ ____ out of ____ branches

If not directly available at the branch level, which of the A/V components listed above are available to branch library members through the intra-library loan request system?

12

2. Does the County Library provide public access to audio-visual equipment as part of A/V services provided?

Yes 15 No 0

LIBRARY ADMINISTRATION (cont.)

If "yes", please indicate the nature of A/V equipment provided, the direct accessibility of this equipment, and whether any rental or service charges are made for the use of this equipment.

(11)	16 mm film projectors	62 out of 173 branches	$ Range: $n.c.-$10/day
(1)	8 mm film projectors	4 out of 27 branches	$ -
(10)	projection screens	65 out of 163 branches	$ Range: n.c.-$4/day incl. proj
(0)	video cameras	___ out of ___ branches	$
(0)	video monitors	___ out of ___ branches	$
(0)	video recorders	___ out of ___ branches	$
(2)	slide projectors	2 out of 40 branches	$ Range: n.c.-$3/day
(8)	photo cameras	77 out of 143 branches	$ n.c.
(8)	tape recorders	93 out of 109 branches	$ Range: n.c.-$2/day
	Other:		
1 4-track players		2 out of 20 branches	$ n.c.
		___ out of ___ branches	$

If not directly available at the branch level, which of the A/V equipment items listed above are available to branch library members through the van delivery service? 9

3. Please estimate the nature of total audio-visual resources by providing a percentage for each of the audio-visual services offered by the county library.

		Range	Median
16 mm film	(6)	2.5 - 80%	14%
8 mm film	(4)	2.3 - 17%	10%
video cassettes	(1)	-	10%
video discs	___	-	-
talking books	(8)	.01 - 100%	20%
records	(5)	11 - 80.2%	33.5%
cassette tapes	(6)	4.2 - 63%	20%
art prints	(2)	.01 - 1%	-
film strips	(3)	.02 - 5%	.025%
other ___	(2)	.8 - 4.7%	

4. Is there a County Library staff member who holds designated responsiblity for the supervision of all County Library A/V services:

Yes 12 No 5

If "yes", is this staff member:

a) a professional librarian 3
b) an A/V technician 2

LIBRARY ADMINISTRATION (cont.)

Library Programming and Public Relations

1. Does the County Library provide for library-related and/or cultural programming other than those provided through the Ontario Library Service.

   Yes 15 No 2

   If "yes", please answer the following:

   a) Percentage of annual budget allocation 9 %
   b) Programming takes place in _____ out of _____ 13 branches
   c) adult programming Yes 13 No 1
   d) juvenile programming Yes 15 No 0
   e) program admission charges
      always 0 sometimes 4 never 9
   f) programs primarily organized by:
      i) headquarters staff 4
      ii) branch staff 13

2. Does the County Library participate in joint programming ventures with other community organizations such as Boards of Education, Service Clubs, etc.?

   Yes 9 No 8

3. Does the County Library take advantage of Outreach Ontario cultural programming provided through the Ontario Library Service?

   Yes 16 No 0

4. Does the County Library provide space in any of its branch libraries for locally initiated community programs?

   Yes 13 No 4

   If "Yes", please indicate the nature of community programs (clubs, groups, etc.) which take place in county library facilities.

   10

5. Is there a County Library staff member who holds designated responsiblity for the co-ordination of all County Library programming activity?

   Yes 9 No 8

6. Is there a County Library staff member who holds designated responsibility for the supervision of all children's services offered by the County Library?

   Yes 8 No 8

   If "yes", is this staff member a professional librarian?

   Yes 7 No 1

7. Does the County Library maintain a common graphic identity for use on all signage, letterhead, forms, publicity, etc.?

   Yes 14 No 3

8. Are promotional materials for County Library services and programs prepared:

   a) in-house always 6 occasionally 9
   b) commercially always 1 occasionally 12

LIBRARY ADMINISTRATION (cont.)

9. Does the County Library employ the services of professional graphic artists:

frequently 1 infrequently 6 never 9

10. Does the County Library maintain regular contact with the local news media (e.g. local newspapers, radio, television, etc.)

Yes 12 No 5

If "yes", is this contact maintained:

a) Weekly 4
b) Monthly 5
c) Quarterly 4

11. Does the County Library publish any promotional or public relations material (book-lists, bulletins, brochures, etc.) in French language versions?

Yes 1 No 14

12. Does the County Library maintain an annual budget allocation for publicity and promotional purposes:

Yes 14 No 3

Library Extension Services

1. Does the County Library offer a bookmobile service?

Yes 2 No 15

If "yes":

a)	How many bookmobile units:	(2) 2
b)	Size of book collection in each unit	(2) vol. 5,000-6,596
c)	Number of bookmobile service points	(2) 25/48
d)	Time duration between return visits	(2) 2 wks/4 wks
e)	Average duration of each stop	(2) 30 min - 1 hr.
f)	Annual bookmobile circulation	(2) vol. 35,658/55,000

2. Does the County Library provide a Books-by-Mail program to:

a)	Disabled or shut-ins	Yes 12 No 4
b)	Senior citizens	Yes 12 No 4
c)	Residents without convenient access to branch libraries	Yes 12 No 3
d)	Other (Describe)	0

3. Does the County Library provide deposit collections to:

a)	Local Hospitals	Yes 2 No 10
b)	Senior citizen homes	Yes 16 No 1
c)	Day-care centres	Yes 3 No 9
d)	Schools	Yes 3 No 7
e)	Correctional institutions	Yes 0 No 12
f)	Other (Describe)	

LIBRARY ADMINISTRATION (cont.)

Library Automation

1. Is the County Library actively engaged in automation planning for any library functions?

   Yes 13 No 4

   If "yes", please describe briefly the nature of such library automation planning.

   13

2. Are there any areas of the County Library function that have already benefited from previous computer automation planning, either at the library-specific or County administration level?

   Yes 13 No 4

   If "yes", please describe briefly the computer applications currently in place.

   a) Library-specific or in-house application:

   6

   b) County administration applications of benefit to County Library:

   12

Physical Plant

1. Are County Library administrative services located in a building:

   a) exclusively for library administrative purposes 7
   b) shared with a County Library branch outlet 5
   c) shared with other County administrative offices 3
   d) shared with local municipality offices 3
   e) Other (Describe) _____

2. Is the County Library administrative premises:

   a) owned by the Board 2
   b) rented from the County 4
   c) rented from a local municipality 4
   d) rented from the private sector 2
   e) Other (Describe) 5

3. What is the approximate floor space occupied by the County Library administrative headquarters:

   _____ m^2 _____ sq. ft. 17
   Range: 400 - 11,000 sq. ft.
   Med.: 4,000 sq. ft.

LIBRARY ADMINISTRATION (cont.)

4. What percentage of the annual budget allocation is designated for rent or debt reduction and janitorial costs related to the operation of county library headquarters?

(16)

5. Please indicate the existing nature of branch library physical plant arrangements by entering the number of branch libraries that fall within each category.

a)	Owned by the Board or County	5	8 branches
b)	Owned and paid for by local Municipality	9	81 branches
c)	Rented/leased from a local Municipality	10	117 branches
d)	Rented/leased from the private sector	11	28 branches
e)	Other (Describe) _____	5	21 branches

6. What percentage of the annual budget allocation is designated for rent, maintenance and overhead costs related to the operation of county library branches?

16 Range: 0-13%
MEDIAN: 6.5%

7. Of those branch library facilities now in operation, were any planned and constructed as functional library facilities under the direction of the County Library Board and its administration?

Yes 10 No 6

If "yes", how many branches:

53 out of 167 branches 11

8. Library branches planned and constructed under the direction of the Board and its administration were:

a)	financed completely by the Board from a capital budget	1
b)	financed completely by the local municipality for which the library facility was being provided	6
c)	financed through a capital cost-sharing agreement between the Board and the local municipality	5
d)	Other (Describe) 1	

9. Please describe the cost sharing arrangements between the County and local municipality for Branch:

a) Furnishings 13

b) Janitorial 12

c) Maintenance 13

10. Access for the handicapped is available as follows:
    a) full access 72 out of 204 branches. 13
    b) partial access 31 out of 105 branches. 7
    c) no access 67 out of 163 branches. 11

PART FOUR

GUIDELINES FOR COUNTY AND REGIONAL MUNICIPALITY LIBRARIES

The professional association for county library systems (CARML - County and Regional Municipality Librarians) endorsed these guidelines in September, 1984.

While not provincial policy, the Ministry supports CARML in the establishment of guidelines to ensure a high quality of service to county residents.

PREAMBLE

A county and regional municipality library is a system wherein the participating municipalities within a county or region combine to give an integrated library service to all the residents within such an area.

There should be one budget for each system of sufficient amount to deliver the services suggested in these guidelines.

All residents of a county or regional municipality should have equal access to the services of the library no matter where they live. Service points should, therefore, be at geographically suitable locations and backed up by books-by-mail or other 'shut-in' services, with deposits at hospitals or special homes and centres.

There should be a wide range of materials for all ages with special emphasis on children, the elderly and the disabled. Large print and talking books should be readily available.

The books and material in a county library should be of an equal standard of selection as would be expected in a City Library of similar population.

Readers should be able to request books and materials through the local branch library and have these requests satisfied from stock or by purchase or inter-library-loan. Because the selection available at any one service point is limited, an efficient request service is essential. A central data base with locations is indispensable.

Information services should be available in each branch and linked by phone to the County Resource Centre and regional and national information networks.

A. GENERAL -- COUNTY-WIDE

1. BOOKSTOCK

1:i Books and other materials shall be the property of the county library and not of any individual library in the system. The strength of a County Library lies in the ability to move materials quickly and easily to where they are needed to satisfy individual requests and to give readers the maximum exposure to the titles in the County.

1:ii A minimum bookstock for a County Library shall be the same number of volumes per capita as the latest average for all libraries of Ontario as contained in the annual Public Library Statistics published by the Ontario Ministry of Citizenship and Culture each year, which excludes mass market paper-backs. (i.e.: 2.7 volumes per capita in 1982, based upon 1980 average).

1:iii Collections should be maintained by annual additions and replacements of not less than the same number of volumes per capita, excluding mass market paper-backs, as the latest average for all Ontario Libraries derived as preceding (i.e.: 1/5 volume in 1982).

1:iv Withdrawals of at least 5% of the total collection should be made each year.

2. STAFF

2:i The Chief Executive Officer shall be a qualified librarian with B.L.S. or M.L.S. degree or its equivalent.

2:ii The staffing should be at least the same number of staff members to 2,000 population, including pages but excluding maintenance staff, as is the average for all Ontario Libraries (i.e.: 1.28 in 1982). This shall be in full-time equivalents.

2:iii There should be the same number of professional staff members for each 10,000 population as is the average for all libraries in Ontario (i.e.: 1.2 in 1982).

3. FACILITIES

3:i There should be space to shelve at least 15% of the total collection at the administrative or resource centre of the County.

3:ii There should be sufficient space and shelving to efficiently rotate the bookstock among branches.

3:iii There should be a delivery service to branches at least twice a week.

3:iv There should be a union catalogue or data base of all the holdings of the system with locations.

4. REFERENCE AND INFORMATION SERVICES

4:i Patrons should have free access to an adequate and well staffed reference and information source beyond the local branch library. This source should be available at all times that the branch libraries are open. The total reference collection should represent the same percentage of the total collections as the average for all libraries in

Ontario (i.e.: 7.5% in 1982).

5. NON-PRINT COLLECTIONS

5:i There should be collections of a complete range of non-print materials; as a minimum, these should be in the same ratio to the print collections as is the average for all libraries in Ontario (i.e.: 3.5% of bookstock in 1982).

B. BRANCH LIBRARIES

Definitions: For purposes of these guidelines the population served by a Branch is estimated as those people living within a 5 mile (8.04/ km) radius of the Branch. This radius should be modified by existing traffic patterns or by the locations of other libraries.

6. BOOKSTOCK

6:i A minimum bookstock for a Branch: 3,000 volumes.

6:ii A minimum of 3 volumes per capita up to 6,000 population, served by a Branch, thereafter 2 volumes per capita.

7. BOOKSTOCK TURNOVER

7:i For the first 3,000 volumes there shall be a minimum annual turnover, (requests, new book exchanges, etc.) of 50% (i.e.: 1,500 volumes).

7:ii There shall be an annual rate of turnover of at least 10% of the remaining volumes.

7:iii After 50,000 volumes the rate of turnover shall be at least 5%.

8. REFERENCE COLLECTION

Minimum collection with 3,000 vols. at least 40 titles (not volumes)

including:

1 dictionary

1 french dictionary

1 adult encyclopedia - Britannica, Americana, Colliers, Merit, etc.

1 childrens encyclopedia (Canadian if available)

1 childrens encyclopedia - World Books, Britannica Jr., Comptons's

1 single vol. encyclopedia - Columbia, etc.

1 3 year books - Canada Year Book, Canadian Almanac and Directory, World Almanac, etc.

2 Atlases - World, Canadian

1 Gazeteer

1 Book of Quotations

Books covering the following: Native people; English languages and usage; American, Canadian, English literature; American, Canadian, English, World History; Natural History: Trees, Shrubs, Flowers, Birds, Animals, Insects: Etiquette; Rules of Order; thesaurus; Music; Shakespeare; Formulas (including cleaning formulas); Biography; Speeches; Rules of Games; Physical Geography.

10 Periodical subscriptions (including newspapers)

When the collection reaches a minimum of 10,000 volumes the reference collection should have expanded to at least 75 titles including:

2 major dictionaries

1 academic adult encyclopedia, Britannica, Americana

1 non-academic encyclopedia

2 children's encyclopedias

Periodicals - 25 periodical subscriptions (including newspapers)

9. FACILITIES

9:i A minimum of 1,000 sq. ft. (93 sq. m.) plus 150 sq. ft. (14 sq. m.) for each additional 1,000 volumes over 3,000.

9:ii The building must be adequately heated and lit and should be accessible to the handicapped, including washrooms.

9:iii There must be facilities for study - 1 seat per 1,000 volumes up to 6,000 plus 1 seat for each additional 2,000 volumes.

9:iv Each Branch shall have a telephone.

10. PERSONNEL

10:i All staff to be paid on the basis of duties performed equivalent to comparable jobs in other fields.

10:ii Person in charge must have the following minimum qualifications:

Under 5,000 pop.: high school graduation (some post secondary education is desirable).

5,000 to 10,000 pop.: 2 to 4 years university (some library science training desirable).

Over 10,000 pop.: M.L.S., B.L.S. or equivalent.

10:iii Additional staff are to be employed to meet the demands of library service using circulation per staff hours as a guide. (13 circulations per staff hour should give adequate time to deal with circulation and reference work).

10:iv Adequate provision should be made for regular and continuous staff training programs to upgrade the library skills of all staff; this should include financial assistance to staff members completing library techniques courses at post-secondary educational institutions; minimum provision should be 1% of budget.

11. HOURS OF OPENING

11:i Hours of opening should be scheduled to community needs.

11:ii Minimum hours for a branch shall be 15 hours a week spread over five opening days.

11:iii A branch shall open an extra 2 hours for each additional 500 population over 2,000 served.

11:iv After 60 hours, extra hours of opening shall be based on community usage and needs.

12 PUBLIC PROGRAMMING

12:i All Branches should utilize all resources and facilities which are available to present cultural and educational public attendance programs. As a minimum, pre-school children's story-hours should

be provided in all Branches, followed by general children's programs designed to act as lead-ins to literature, the Library's collections and the habit of library use. Where resources allow, additional programs of similar purpose should be presented for adults.

APPENDIX

County Library Systems in Ontario

Bruce	1967
Elgin	1966
Essex	1966
Frontenac	1969
Haliburton	1965
Huron	1967
Kent	1969
Lambton	1967
Lennox and Addington	1971
Middlesex	1963
Northumberland	1985
Oxford	1965
Stormont, Dundas and Glengarry	1971
Victoria	1967
Waterloo	1968
Wellington	1966
Wentworth	1966

County Libraries: 17

Municipalities Served: 243

Total Population Served: 847,040